MAY

NATION'S BUSINESS

1943



CAN OUR FOOD DEALERS SURVIVE?

PAGE 23

This can guards war's deadliest weapon



You hear a lot about monster tanks, giant planes, super-battleships. They're impressive, dramatic.

But the weapon called "the most destructive ever invented" weighs less than 100 pounds—and its deadliness is guarded by a "tin can"!

The weapon? A machine gun. The can? A rip-open container called "cartridge case liner" that protects the gun's bullets from *their* enemies.

The enemies of a machine gun bullet are slam-bang handling, dirt, and —very dangerous—moisture. Corroded bullets jam guns. It takes cans to keep machine-gun *and* rifle bullets safe and dry.

America's favorite container is the bodyguard of countless war supplies. It's helping to protect fighting men, keeping them alive and well. Food, fuel, medicines—all the things you get in cans—are also going to war in cans. And they're getting there—*safe*—because cans are tough!

Remember this when you can't buy all the products you used to get in cans. Remember, too, that the cans of peace will be better cans—thanks to our experience as wartime "Packaging Headquarters for America."

CONTINENTAL CAN COMPANY



FACILITIES FOR WAR WORK

Metal containers are delivering the goods *safely*—foods, supplies, and bullets arrive ready for action. Continental is making millions of these cans along with other needs, including plane parts.

Yet, rushed as we are, we can still take on more! Right now, a part of our vast metal-working facilities for forming, stamping, machining and assembly is still available. Write or phone our War Products Council, 100 East 42nd Street, New York.

HELP CAN THE AXIS—BUY WAR BONDS



Official photograph, U. S. Army Air Forces

How New Steel-Tipped Tires Stop Planes on Ice

STEEL CLAWS for the flying birds. A new kind of tire that lets war planes down smoothly on icy fields and runways and bites into the ice with hundreds of steel edges. Edges that slice into the ice like the blade of a hockey player's skate.

This new B. F. Goodrich tire has all the cushioning qualities of regular Silvertown Airplane Tires. But embedded in the rubber of the tread are coiled steel wires. Coils which stand on edge ready to dig in the instant the tire touches the ice.

As for long life, this new tire wore out a test machine—and was still in good shape!

Now landings of war planes can be safer, surer in the Arctic and wherever there is ice. And after the war, when planes fly only on peaceful missions, their landings, too, will be safer.

And perhaps for your car, similar tires will be available—winter tires to provide protection from skidding on ice.

B. F. Goodrich is constantly developing new ideas in rubber — improving old ones. Bringing forth inventions which speed the war effort and promise a better world with peace.

In addition to supplying military requirements, B. F. Goodrich is furnishing tires today for all essential civilian needs. Take your ration certificates for truck or passenger car tires to your B. F. Goodrich Silvertown Store or B. F. Goodrich Dealer.



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Eyes and Ears of the Fleet

You hear more of other craft than of Seaplane Tenders — but from Pearl Harbor on they've been in there . . . patrolling . . . listening . . . *fighting*. A Jap fleet moves toward the Solomons. Long before it is within range of land-based aircraft, Seaplanes from a Seaplane Tender have spotted it. From then on the officers of America's fighting forces know every move of the enemy, and what to do about it, for example, the Bismarck Sea!

To provide both propulsion and auxiliary Diesel engines for these and other important warcraft of the U. S. Navy is the assigned task of Fairbanks-Morse. It is a task of which we are proud. We feel that nothing less than our level best is good enough.

Fairbanks-Morse & Co., 600 South Michigan Avenue, Chicago, Illinois.

FAIRBANKS, MORSE & CO.

When your truck stops running, will your business stop, too?



There's only one way to "keep 'em rolling" Start today with regular, systematic Preventive Maintenance!

These are the grim facts:

Only 52,000 new trucks are left in the civilian pool. American business normally uses more than ten times that many each year.

There will be no more new trucks until many months after peace.

We are also up against shortages of replacement parts and of skilled mechanics.

For a year now the Office of Defense Transportation has urged *every* truck operator to adopt a system of *preventive maintenance*. Yet millions of trucks are without this care today!

What can you do about it?

Make certain your trucks get regular and systematic *preventive maintenance*. That is the only way to lengthen the life of a truck. It prevents failures *before* they happen. It consists of planned and scheduled inspections, adjustments and servicing.

Long before Pearl Harbor, the outstanding operators of large fleets of trucks used *preventive maintenance* to get longer truck life, fewer road failures and lower costs per mile. NOW it is imperative that *every* truck operator —even the owner of only one truck— adopt some system of *preventive maintenance*.

And today it is easy! Thousands of service stations and garages offer you a simplified plan based upon "big fleet" methods. They are equipped and ready to give your trucks thorough *preventive maintenance* care.

How does it work?

Approximately each 1000 miles (depending on operating conditions) your trucks will receive complete lubrication, engine adjustments and inspections of tires, brakes, battery, etc. Provision is then made for repairs wherever they are needed.

At about 5000 miles, a more thorough check-up includes valve adjustment and ignition system overhaul. At approximately 15,000 miles, a still more exhaustive check-up includes lubrication of wheel bearings and *every moving part*.

The money you formerly set aside for depreciation and trade-in costs will more than take care of all expenses for systematic and regular *preventive maintenance*.

Your trucks are essential to your business . . . and to the transportation system of America. It is your wartime responsibility to "keep 'em rolling." You *can* prevent breakdowns. Start today . . . make arrangements for your truck to get *preventive maintenance!*

★ ★ ★

This and other similar advertisements in trade and industrial publications are published in the interest of truck conservation by the

ETHYL CORPORATION
Chrysler Building, New York City

Manufacturer of Ethyl fluid, used by oil companies to improve the antiknock quality of motor and aviation gasoline.

When he offers you a plan for PREVENTIVE MAINTENANCE, he is prepared to help save your truck with "big fleet" methods!



PROPER ROTATION OF EMPLOYEES

Reduces Absenteeism and Labor Turnover



Sent free to executives
when requested on business letterhead

GEORGE S. MAY COMPANY

CHICAGO
May Building
2600 North Shore Ave.

Business Engineering

NEW YORK
Chanin Building
122 East 42nd Street

CANADA: 320 Bay St., Toronto

OFFICES IN PRINCIPAL CITIES

Nation's Business

CHAMBER OF COMMERCE OF THE UNITED STATES

VOL. 31 **MAY, 1943** No. 5

Post-War Problem No. 1 — A. H. Sypher — 21
How will war contracts be handled when peace comes?

Can Our Food Dealers Survive? — Lawrence Sullivan — 23
Too many books spoil the broth.

Cross Ties are Your Business Too! — A. A. Ard — 25
Bureaucracy reaches the back wood lot.

The Soldier Buys at the PX — Herbert Corey — 26
World's biggest chain store system and how it works.

Men Out of Step . . . — G. B. Arthur — 28
Insight into a state of mind that makes victory harder.

A Partnership of Disaster — Gustav Stolper — 32
A former Reichstag member recalls tragic past.

"Lend-Lease" for War Only? — Sen. Hugh Butler — 34

Washington War Survey — E. L. Bacher — 42
Long strides on the road to victory.

Teamwork on the Wabash — 46
Indiana finds teamwork surprisingly simple.

Detective with Banker Caution — Larston D. Farrar — 60
Meet W.P.B.'s enforcement chief.

No Bugles Blowing — Lewis H. Day — 74

Looking Backward at 1943 . . . — Ralph H. Gabriel — 80

The Coming Month in Congress — 86

Serving Two Masters — Phelps H. Adams — 90

Oil That Comes from a Nut — 96

REGULAR FEATURES:

Through the Editor's Specs . . 7

Less Candy—More Iron 15
MERLE THORPE

Management's Washington Letter 17

Capital Scenes . . . and What's Behind Them 39

We Tour the Home Front . 102

The Map of the Nation's Business 104
FRANK GREENE

Cover photo by Jaques from Black Star

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As the official magazine of the Chamber of Commerce of the United States this publication carries authoritative notices and articles in regard to the activities of the Chamber; in all other respects the Chamber cannot be responsible for the contents thereof or for the opinions of writers.

Although the editors will make every effort to return unsolicited manuscripts promptly and in good condition, Nation's Business cannot accept responsibility for loss or damage of this material.

DOES ONE "Absentee Part" RETARD YOUR PRODUCTION?



ARE schedules missed because one difficult *part* is hard to get? Do inspection rejections unbalance your production line because one *part* fails to meet quality standards? Does your war production suffer . . . is progress retarded on your new post-war product plans . . . because of "absentee parts"?

CONTACT KAYDON

High precision production of difficult parts . . . coordinating part design and production methods to speed output, improve utility, or lower costs . . . assuring "on time" deliveries to avoid "absenteeism" of parts . . . these are services the Kaydon organization offers, based on a sound background of engineering and precision manufacturing experience.

For excellence in production of extremely precise, unusually large ball and roller bearings.

THE KAYDON ENGINEERING CORP.
MUSKEGON, MICHIGAN

Specialists in Difficult Manufacturing

HELPING GUNNERS SEE THE INVISIBLE!



IT TAKES GOOD EYESIGHT, *and good instruments,* to hit targets you can't see! Coast defense gunners and the boys in the battleship turrets almost never see what they're aiming at, and field artillery gunners seldom do. The latter compute the range by expert triangulation on a reference point that can be seen. Such sights must be even more accurate than for direct firing!

Thus Mergenthaler, famous half a century for its linotype machines, has turned its skilled workers and precision machinery to the making of artillery fire control instruments. And Mergenthaler called upon York engineers, York technical skill and York experience in industrial air conditioning to provide a controlled, cool, *dry*, dust-free climate for the assembly of these instruments. Here, perfect control of the air is vital to eliminate the chance of trapping dust or condensation between lenses, and thus, essential to speedy production. Equally important, it assures U. S. and Allied gunners in far places that when they're on the reference point, they're *on the target.* York Ice Machinery Corporation, York, Pennsylvania.



YORK REFRIGERATION AND AIR CONDITIONING FOR WAR

HEADQUARTERS FOR MECHANICAL COOLING SINCE 1885



SOLUTION—

"Acousti-Confessionals" keep voices inside

Catholic clergymen, as well as those of some other faiths, have long been faced with the problem of providing adequate privacy for the hearing of confessions. Because of the highly confidential nature of this rite, it is important that the words of the confessor and penitent should not be overheard by others in the church.

To meet this problem, Burgess engineers did two things. First—panels were built on the well known Burgess acoustic principle to fit into existing confessionals, making them more nearly sound-proof. Second—a mobile type of confessional was designed which can be used when the permanent, built-in confessionals are cold and drafty or overheated and stuffy, and therefore uncomfortable. In addition, these mobile "Acousti-Confessionals" supply a real need for extra confessionals during the more active seasons of the church year. This is another example of Burgess pioneering in acoustic developments.

Mobile Acousti-Confessional

Patented Burgess acoustic construction provides assurance of privacy. Six feet high, with movable kneeler. Grille transmits voices, yet bars offensive odors. Write for illustrated Bulletin 156 which describes the Acousti-Confessional and Acousti-Panels.



BURGESS *Acoustic* DIVISION

Acoustic Division, Burgess Battery Co., 2817-P W. Roscoe St., Chicago

Through the Editor's *Specs*

Fishing for Victory

RESPONDING to patriotic impulse inspired by the Department of Agriculture, we laid out our 10 x 12 Victory Garden, obtained a score of helpful pamphlets, and in fine fettle set to work. We were in the very act of thumbing a radish seed into the soil when the fellow in the next plot lit his pipe, pulled a clipping out of his pocket and handed it to us without comment. There was just a glimmer of a glint in his eye.

The clipping quoted Prof. John R. Richards, chief of the gas rationing section of O.P.A., as saying in effect that Victory Gardens were just a lot of hooey for which citizens whose gardens are remote from their homes will get no extra gasoline out of *him*. Here's exactly what the Professor said, in a letter to Secretary Wickard:

They (Victory Gardens) do not necessarily add anything to the general food supply and there is no assurance that their operation will result in any less demand by their operators upon the generally available food supply. It is entirely possible that even greater additions to the national food supply could be made by organization of regular amateur fishing expeditions or hunting projects.

What to do? We are as eager to win the war as anyone and, when our government leaders tell us to plant gardens, we plant gardens. Now, another arm of that same government tells us not to plant gardens, but to go a-fishing.

It was so confusing that we had a fleeting notion to ring up Elmer Davis. His original job, we remembered, was to reconcile conflicting statements of federal officials. But why bother him, we thought. Just now he has his hands full with an internal good neighbor policy on account of his staff resigning because of his extra-curricular activities, which they call propaganda. So we re-read what the Professor said about hunting and fishing, whizzed home on our bicycle and started right away to organize a fishing trip for next Saturday.

On helping ourselves

AMERICAN communities have not forgotten how to do things for themselves. Hartford, Connecticut, has concluded one of the nation's most successful drives to recruit new workers to overcome the local manpower shortage. Industrialists, merchants, bank and insurance company officials financed the drive and met with officials of the Hartford Chamber of Commerce to work out the program. Four advertising agencies saw to it that the citizens of Hartford were reminded of the drive several times a day. Volunteers were stationed in stores, banks and at other convenient points to answer questions about Hartford's manpower needs. House-to-house canvassers visited every home in a survey of workers.

At the end of the campaign, thousands of applications for jobs had been filed with two manpower mobilization offices. Other thousands of prospective workers applied direct to factories, stores and other concerns for jobs. Total amount spent, $25,000.

Rugged individualists

FROM A STATEMENT by the Office of War Information:

How much and how well the American people will eat in 1943 is largely up to them.

On the farm, too

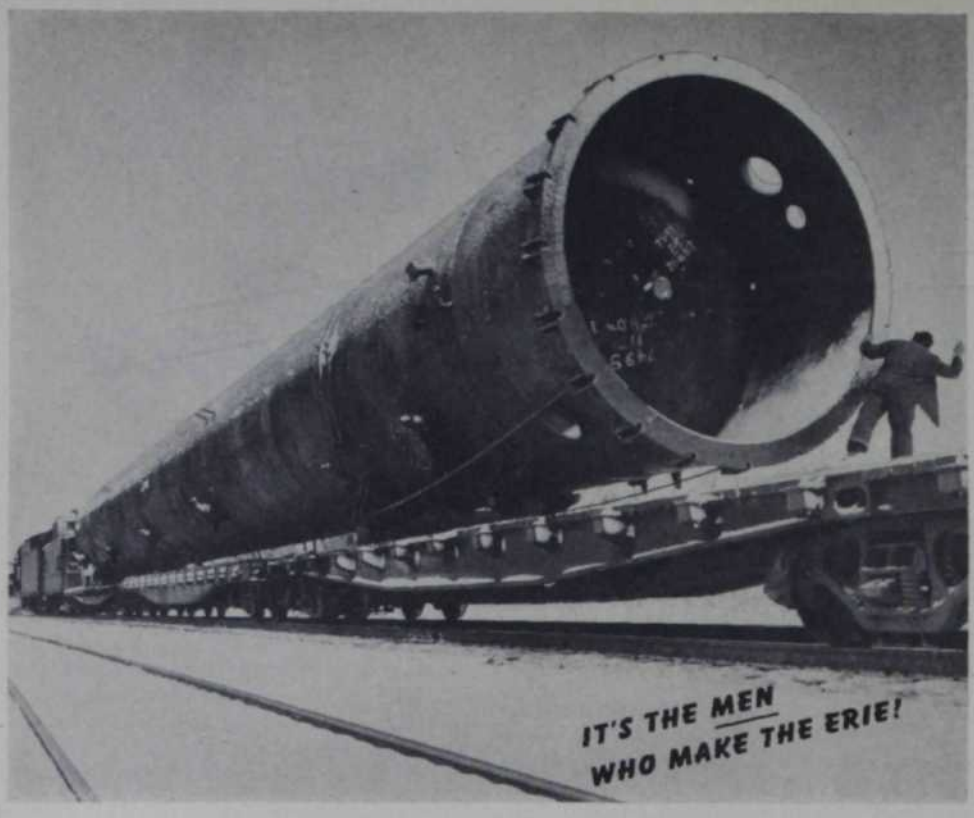
AND OUT in Brookings, South Dakota, the Junior and Senior Chambers of Commerce have organized an efficient farm labor pool. The chamber members enlisted volunteers by door-to-door canvass, and classified them as to ability and experience or specific farm chores. Crews of six or seven men are now being organized to move from farm to farm during grain harvest. Hourly wages will be paid on a scale agreed to in advance by the farmers. Transportation is arranged by a central committee.

The plan was tried out in Brookings last year with such success that it is being expanded this year.

Leading thought of the month:

TWO REPORTERS for the Baltimore Sun, working for three months to learn the grand total of federal questionnaires, report that the number is more than 1,000,000,000 a year!

Which gives point to a terse letter



How Three Flat Cars Help Solve the Flat Tire Problem

You're looking at one of the biggest shipments that ever traveled by rail.

It's a fractionating tower—three flat cars long. And it's on its way to a chemical processing plant where it will soon be turning out chemicals to be used in making synthetic rubber.

The high, wide clearances on the Erie made it possible to get this shipment through. But it takes more than oversize clearance to insure the safe and speedy delivery of this or any other war shipment to its ultimate destination. That's where *manpower* comes in.

In this case, more than the usual amount of attention to details was required even to *plan* the transportation job. A caboose was placed in front of the three flat cars and another caboose back of them. And a special crew stood guard front and rear to see that this precious cargo reached its destination safely.

High and wide clearances help speed the war effort—but it's the *men* who really deserve the credit for making the impossible an everyday accomplishment.

ERIE

23,578 FREIGHT TRAINS DAILY *

1,408,964 FREIGHT CARS DAILY *

25,000,000 NET TONS DAILY *

AMERICAN RAILROADS AT WAR

THE RAILROAD OF HELPFUL SERVICE

from a grocer friend. It reads:

When may we expect a ceiling on reports?

An Executive short-cut

WESTERN members of Congress are deeply stirred by Secretary Ickes' recent "surprise" proclamation withdrawing 221,000 acres in the Jackson Hole area of Wyoming as a "national monument." For a quarter century the Wyoming state legislature and Congress have rejected proposals to create a Jackson Hole National Park, which can be done only with consent of Congress. A "National Monument" can be created, however, by Executive proclamation, achieving practically the same result. Here's another example of the Executive branch taking an important step which the people of Wyoming and the Congress plainly oppose. One result is likely to be a thorough investigation by Congress of the whole public lands policy.

Sharing the business

THE PART played by Big Business in keeping the wheels of Little Business turning is not fully understood. The Army and Navy and other government agencies deal direct with many thousands of small business establishments producing war goods, but in the nature of things speed and efficiency are often best served by placing a single contract with one large company possessing wide resources, which enables it to distribute the work to thousands upon thousands of small companies. They, in turn, benefit just as though the original contract had been split into small parts and assigned to them direct by the Government.

There are hundreds of examples. An analysis of the war contracts of International Harvester Company showed that it makes purchases of an aggregate value of $200,000,000, from 10,000 different small businesses, and markets its civilian production through another 10,000 small firms. Fowler McCormick, president of Harvester, says, "We know full well that Big Business can't survive without Little Business. The same economic forces that would strangle the one would in time kill the other."

WILLYS-OVERLAND estimates that five out of every six dollars of its war contracts are "farmed out" to other companies in 106 cities throughout the land. Subcontracts and supply orders worth hundreds of millions of dollars have been or will be distributed to 2,484 firms in 22 states, representing 74 per cent of Willys-Overland total volume in war work.

The Remington Arms Company has had on its list 468 suppliers, 75 per cent of which employ fewer than 100 workers. Many of these small businesses were developed by Remington to help keep a steady stream of parts flowing into the Remington plants. The Remington Company furnishes technical advice which enables many of its sub-contractors to come through the maze of priorities into full war production.

Big Business not only is keeping thousands of existing small business concerns in operation, but has brought thousands of others into being.

Where work disqualifies

SITTING AROUND with a group of newspaper men the other night, we heard someone ask John Kieran of the New York *Sun* and Information Please whether he was a member of the Newspaper Guild.

"No," said Mr. Kieran. "I wasn't eligible when the Guild came into our shop. They ruled that I was an executive because I worked seven days a week."

Capitalism's salesmen

SPEAKING of the fight against socialism, the Los Angeles Chamber is sponsoring an interesting and practical program of small discussion groups whose object is to make better advocates of citizens who are devoted to the free, competitive enterprise system. These groups meet weekly under the chairmanship of a business leader, and discussions are led by economists noted for their understanding of and sympathy with free enterprise. The groups are limited to 30 participants each.

Battles, battles, everywhere!

THE OFFICE of War Information has issued at taxpayers' expense a 129-page booklet entitled "Battle Stations For All." The text leaves some doubt as to just what battle is meant, although ostensibly the booklet is about the fight on inflation. Various New Deal policies are praised to the skies, and the booklet abounds in such headings as "The Government helped me," "Farmers improved their lots," and "Protecting all farmers." The maintenance of membership labor policy is lauded as "a fine example of democracy's ability to find a middle ground (sic) on which all can take their common stand," and that wicked old "minority of business men" comes in for its customary panning.

Mr. Roosevelt's directive limiting salaries to $25,000 is described as "one of the measures that have been adopted to take the profit out of war; it is an expression of our Government's determination to see that no war millionaires will come out of this war." A note hastily inserted at press time points out that Congress might do something about this directive, but the booklet doesn't say what. It's now history that, about the time the O.W.I. was flooding the country with these booklets, Congress overwhelmingly voted to repeal the directive, not on the ground of it being unnecessary, but as an unwarranted assumption of power by the Executive.

There was one battle—internal—which wasn't covered in the booklet but which resulted in 35 casualties on the O.W.I. doorstep. Thirty-five top men resigned from the O.W.I. on the ground that it was more interested in propagandizing than in providing facts.



PURE WATER *guards the health of war workers . . .*

COMMUNITY water works, delivering pure water and maintained at full efficiency, are a vital factor in safeguarding the health of workers on the home front. While water-borne diseases have sharply decreased in America, the corner-stone of our Public Health program is still the extension and improvement of public water supply systems.

* * *

Water works engineers have performed wonders, under wartime handicaps, in delivering good service, even in cities whose populations have mushroomed with war plant workers. But a nation-wide program of water purification and sewage treatment plant construction, and abatement of stream pollution, had to be halted. One authority estimates that $750,000,000 of such projects have been deferred until after the war.

* * *

An informed public will insist that these vital services be constructed or restored to peak efficiency as soon as possible after the war's end.

* * *

We publish this message in the public interest since our peacetime product—cast iron pipe—is used almost wholly in the public service. More than 95 per cent of this country's water mains are cast iron pipe which serves for more than a century.

NO. 1 TAX SAVER

CAST IRON

Pipe bearing the above mark is cast iron pipe. Made in sizes from 1¼ to 84 inches.

CAST IRON PIPE
RESEARCH ASSOCIATION, CHICAGO



"I'm bringing 300 million folks home to dinner!"

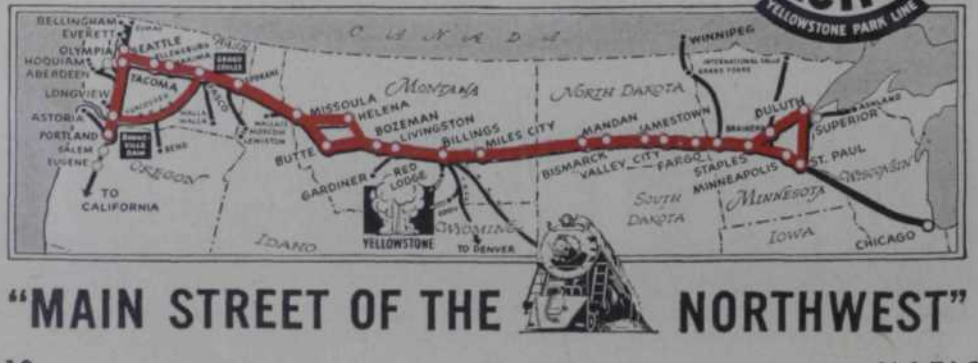
Millions of additional hungry mouths today call out to America for food. And when this war is over, America will have to feed many millions more—as many as *three hundred* million, some experts estimate.

To fill today's staggering orders—and in anticipation of future needs—farmers throughout the nation are going *all-out*, nowhere with more grim determination than in the wheat country of the Northwest.

Last year, for example, the states of North Dakota, Montana, Washington, Minnesota, Oregon and Idaho produced 342,668,000 bushels of wheat . . . *more than one-third of the total U. S, wheat crop!* Much of it rolled to elevators and mills via Northern Pacific Railway.

Again this year, millions of acres of wheat are being sown in the Northwest—wheat that will roll swiftly to our Allies throughout the world, as well as to our own armed forces and civilians, over the "Main Street of the Northwest".

SHIP AND TRAVEL VIA NORTHERN PACIFIC YELLOWSTONE PARK LINE



"MAIN STREET OF THE NORTHWEST"

ABC's the hard way

W.P.A. (Works Progress Administration) has 434 sewing machines in Kansas City warehouses.

W.P.B. (War Production Board) wants them.

W.P.C. (War Production Contractors) can use them to good advantage.

The problem, beginning several months ago, was how to get the machines from W.P.A. to W.P.B. to W.P.C., apparently a simple matter, unless you consider the red tape involved.

There are strict rules concerning disposal of W.P.A. property. There are hedging directives in W.P.B.'s way. And, of course, W.P.C. can do nothing except hope the two government agencies will act.

One path to good will

WE GET from reading the papers that O.P.A. Administrator Brown wants to create public good will for his price regulating and rationing agency. Gratuitously we offer a suggestion: Repeal the absurd requirement that citizens must write their car license numbers on the backs of gasoline coupons. There isn't a citizen in the country who feels this is necessary, in fact, who does not feel that it is a piece of hokum, that nobody ever classifies, catalogues and counts 'em. Some say it is hypocrisy; others that the great federal Government of the U. S. regards them as saps.

From Indians to India

A BUSINESS MAN who has been reading about the American Beveridge Plan has sent us a copy of Senator John J. Ingalls' famous answer to the Populist party's social security dreams back in the '90's. The Senator called attention to the Osage Indians. About 7,500 of them owned rich oil lands and had a total of $8,000,000 in the U. S. Treasury, with Uncle Sam as their "benign" guardian. Said the Senator:

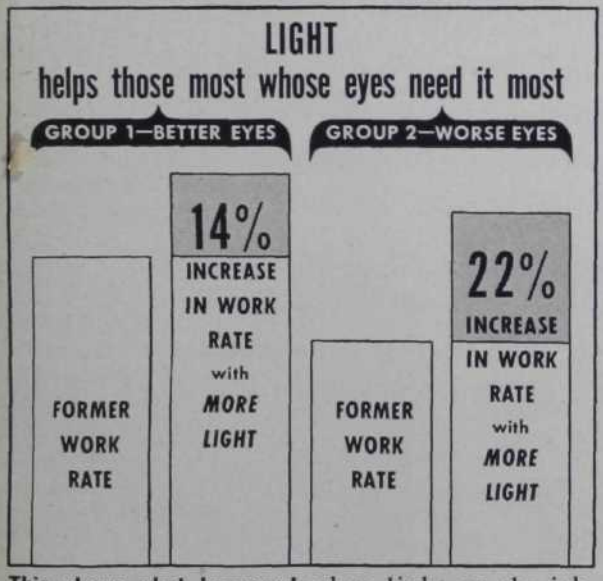
> The Government takes care of their property, superintends their education and religion, provides food and clothing, protects the weak from the aggressions of the strong, and abolishes as far as it may the injustices of destiny. All have equal rights, none have special privileges. They toil not, neither do they spin. The problems of existence are solved for them. The rate of wages, the hours of labor, the unearned increment, the rapacity of the monopolist, the wrongs of the toiler, the howl of the demogogue do not disturb them. They have ample leisure for intellectual cultivation and development, for communion with nature and for contemplation of art, for the joys of home, but they remain—Osage Indians.

A job of deep-thinking

NEWS NOTE: The O.P.A. has been struggling for weeks to decide whether a police station in Washington, D.C., is a commercial or residential establishment. Police officials suggested that it be classed as a police station. Until the classification is established, the O.P.A. won't allot the police station heating oil.

AS YOU HIRE OLDER EYES *remember these facts..*





This shows what happened when light on the job was appreciably increased. Research shows that at higher levels the increase in working rate grows less, but there are other benefits such as ability to see contrasts better, less fatigue and strain. While light does not correct eye defects, it can help make seeing and work decidedly easier.

Here's one thing you *can* do about it

Perhaps you think the lighting in your plant *is* good, or at least the best possible now. But if you run a war plant, *why not be sure?* Call us today.

Often a trained lighting man can make simple, practical suggestions that will increase usable light as much as 50% . . . help save manhours, cut accidents and waste. And this advice costs you nothing.

Phone your nearest G-E lamp office and we will place a wartime lighting counselor at your service. Or your G-E MAZDA lamp supplier or electric service company can give you good advice.



G-E MAZDA LAMPS

GENERAL ELECTRIC



A new building of the Bell Telephone Laboratories

Reason for Confidence

More than ninety per cent of American scientists are engaged in beating the Germans and Japanese.

More than ninety per cent of American scientific laboratory facilities are devoted to the same task.

American scientists are working at this job six or seven days a week, long hours, with few interruptions.

They are getting somewhere, too.

Every now and then the Germans and the Japanese have an unpleasant surprise.

They find that American science has caught up with them and passed them.

It is reassuring to us and discouraging to our enemies, for American scientific facilities are the greatest in the world. And they are functioning.

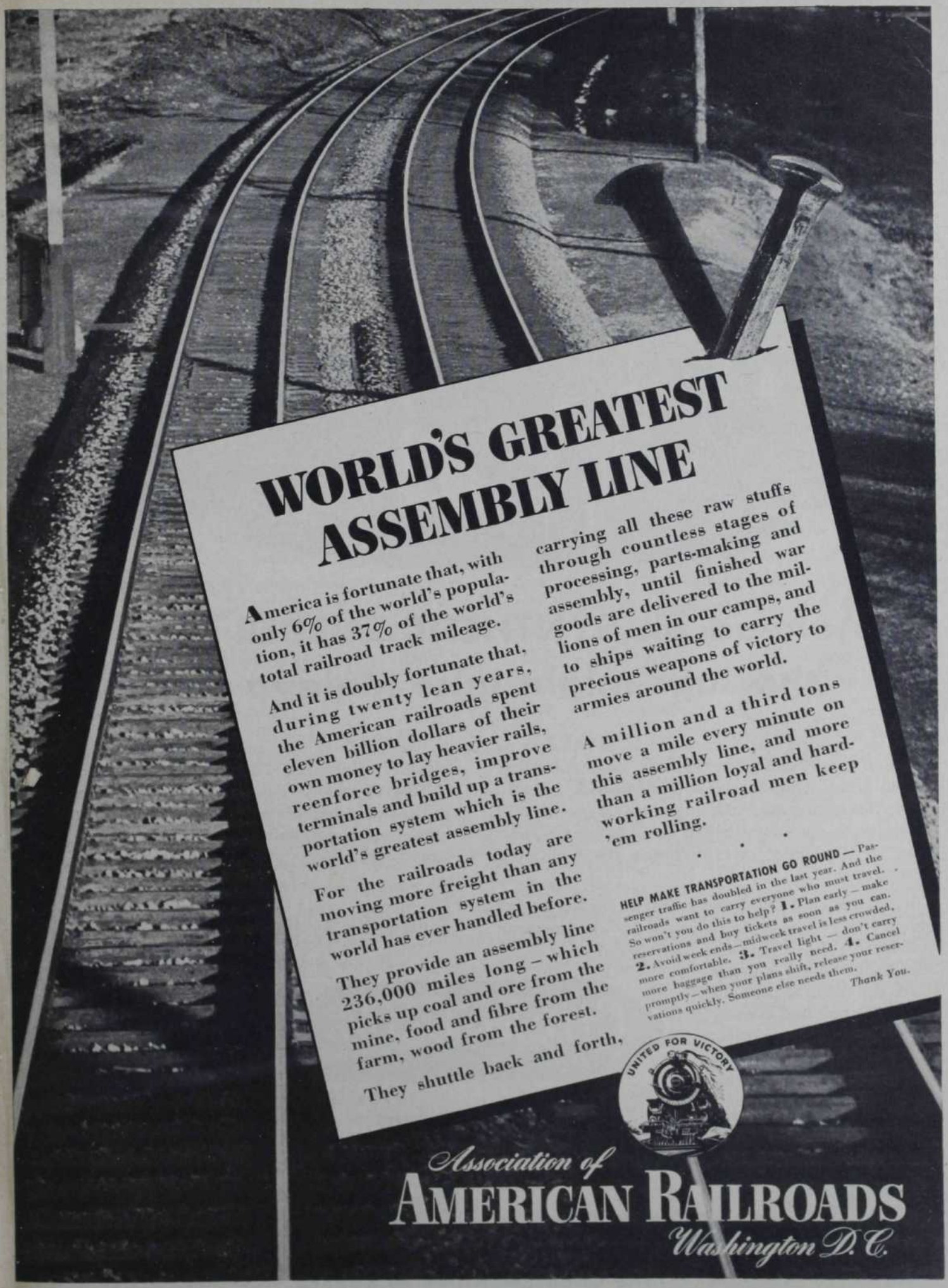
Little by little, some of the things that have been developed become public, but most of them you won't hear about until after the war.

But now, without the details, you can have faith that American research — industrial and academic combined — is rapidly giving our fighting forces an advantage.

Along with other American industry the Bell Telephone System has its own Bell Laboratories — the largest in the world — working overtime for victory.

BELL TELEPHONE SYSTEM

Your continued help in making only vital calls to war-busy centers is a real contribution to the drive for victory



WORLD'S GREATEST ASSEMBLY LINE

America is fortunate that, with only 6% of the world's population, it has 37% of the world's total railroad track mileage.

And it is doubly fortunate that, during twenty lean years, the American railroads spent eleven billion dollars of their own money to lay heavier rails, reenforce bridges, improve terminals and build up a transportation system which is the world's greatest assembly line.

For the railroads today are moving more freight than any transportation system in the world has ever handled before.

They provide an assembly line 236,000 miles long – which picks up coal and ore from the mine, food and fibre from the farm, wood from the forest.

They shuttle back and forth, carrying all these raw stuffs through countless stages of processing, parts-making and assembly, until finished war goods are delivered to the millions of men in our camps, and to ships waiting to carry the precious weapons of victory to armies around the world.

A million and a third tons move a mile every minute on this assembly line, and more than a million loyal and hard-working railroad men keep 'em rolling.

. . .

HELP MAKE TRANSPORTATION GO ROUND — Passenger traffic has doubled in the last year. And the railroads want to carry everyone who must travel. So won't you do this to help? **1.** Plan early — make reservations and buy tickets as soon as you can. **2.** Avoid week ends — midweek travel is less crowded, more comfortable. **3.** Travel light — don't carry more baggage than you really need. **4.** Cancel promptly — when your plans shift, release your reservations quickly. Someone else needs them.

Thank You.

UNITED FOR VICTORY

Association of
AMERICAN RAILROADS
Washington D. C.



Go ahead on SYNTHETIC RUBBER . . . the Japs might take Malaya some day

IT was exciting news to millions of Americans when the Washington Senators won their first World Series from the New York Giants, back in 1924. But not many saw anything to get excited about when the news leaked out, that same year, that the Japanese were fortifying the mandated islands in the far Pacific.

Then it was that Goodyear research chemists were given the go-ahead to develop an all-American synthetic rubber — something that would equal or excel the natural product. By 1927 they had evolved a process which produced a liquid latex closely approximating natural rubber latex, and patented it in both the United States and Great Britain.

When the Japs did take Malaya a year ago we had, by the aid of this process, made an improved product, now called Chemigum, superior to natural rubber for many uses, including a wide range of industrial applications. And we had a complete manufacturing plant in operation, others under construction.

This was fortunate, because all our Chemigum production was immediately needed to build bullet-puncture-sealing tanks for airplanes, tires for combat cars and a host of other military needs. Today, as output increases through added facilities provided by the government war program, the day is not too far off when synthetic rubber will be produced in sufficient quantity to supply both soldiers and civilians.

CHEMIGUM

GOODYEAR

THE GREATEST NAME IN RUBBER

Chemigum—T. M. The Goodyear Tire & Rubber Company

Nation's Business MAY • 1943

Less Candy—More Iron

THE PRESIDENT'S "Hold the Line Against Inflation" directive was scarcely off the presses before the search began for loopholes. They were soon discovered.

Wage and salary increases are prohibited except for the Little Steel formula and "where necessary to correct substandards of living." The Little Steel formula has in itself no virtue as a yardstick in many circumstances. Substandards open a hole as wide as the widest barn door.

Every citizen and every group owes a solemn obligation to help hold the line. But the line must be established before it can be held.

While volumes have been written on inflation, a simple definition is: *A mounting supply of money in relation to the supply of goods.*

You and I, accustomed to respect values as expressed in money, take our eye off money and fix it upon prices. Only in the last wild stages of inflation do we fear money and flee from it.

Dr. Irving Fisher tells us that in Germany, with marks 100,000 to the dollar, shopkeepers and customers in Berlin assured him that the abnormal situation was due to prices, and shortage of goods, and the war. German citizens still did not blame "money" while standing in line to pay 10,000,000 marks for a head of cabbage.

So, here, today. The complaint is against prices and shortage of goods—not the increasing supply of money. We are told we must prevent the farmer and the merchant from charging more for what they have to sell. At the same time we compel extra money in time-and-a-half and double-time; we talk of "incentive" payments to industrial and farm labor, and subsidies for this and that. And we back away from taxing the inflationary new income where the real threat lies.

The President and his advisers tell us we now have three dollars in money for every two dollars in goods; that this is the inflationary "gap" which must be closed. Yet the supply of available goods shrinks steadily while the supply of money grows.

It is politically difficult to deny wage increases —more money. It is politically difficult to demand more work—more goods. A politician likes to give, or promise to give. He dislikes to take away, to propose more work. The denial of 100,000 wage increase demands is a first step in the right direction. That meets the problem of less money. How do we meet the problem of more goods? By insisting that penalty money be paid for additional production! A second step should therefore follow: permission to extend the work week without the penalty of overtime.

Money, money everywhere might lose the war, and might be even worse than the terrible prospect of losing the war.

Unless and until the Administration treats labor leaders as men and not as spoiled children, it cannot hope to stop the farm bloc from pressing for more concessions. Farm leaders would play a less selfish game if industrial labor could be persuaded to meet the double danger of inflation and the increased cost of living through greater production, through longer hours, without bonus money for overtime.

Much is said of "our boys losing their lives in foxholes." Such an attack on inflation might jeopardize a political life or two, but it would drive a salient into a foe as dangerous to our well-being as Hitler or Hirohito.

Merle Thorpe

Keep That Powder Moving!

ANOTHER ESSENTIAL JOB THAT ONLY TRUCK-TRAILERS COULD HANDLE

IF THERE'S any job that must be kept running smoothly, it's the loading of the powder that propels our projectiles where they will hurt the Japanazis the most.

That's why, down in the southern mountains, a huge loading plant . . one of the biggest in America . . depends on Truck-Trailers to get the powder where it's needed . . when it's needed.

Executives of this plant will tell you that transportation is the secret of a powder-loading operation. Movements must be as synchronized as the parts of your watch. Powder can't accumulate anywhere along the line . . it's too dangerous. It must come to the line precisely as it's needed . . and be hauled away the instant the operation is finished.

50 TRAILERS—20 TRUCKS

A fleet of 50 Fruehauf Trailers, used in a "shuttle" system with only 20 truck-tractors, handles these hauls, along with all others in the loading operation. Bulk powder is first hauled to underground storage magazines called "igloos" . . then, as needed, to other magazines from which loading, or assembly, lines are fed . . then the bagged powder goes back to other igloos to await final shipment.

Many movements are involved . . with much loading and unloading time. That's where "shuttling" comes in. "Shuttling" means that one truck handles two or more Trailers . . it's always busy pulling one Trailer while the others are being loaded and unloaded. In this way, the 20 power units do the work of 50 . . and, in addition, haul bigger loads than trucks of that size would carry.

TRAILERS FOR SAFETY, TOO

Safety, even more than synchronization, is essential in a powder-loading operation. If a motor unit should catch fire, the driver can, without leaving the cab, set the Fruehauf automatic front supports and drive the flaming truck away from the powder-laden Trailer.

This specialized operation is only one of thousands in which Truck-Trailers are doing essential war work that couldn't be done as efficiently and economically, if at all, by other means.

The welfare of all American industry demands that our motor transport be kept running—that parts, tires and replacement vehicles be made available.

World's Largest Builders of Truck-Trailers

FRUEHAUF TRAILER COMPANY ★ DETROIT

Member Automotive Council for War Production

FRUEHAUF SERVICE
Keeps Trailers Running!

Trailer operators know that Fruehaufs require little service attention, but when it is needed, there's a Factory Branch Service Station conveniently close. Fruehauf maintains the only nation-wide Trailer service organization, with fully equipped shops and complete parts stocks in more than fifty strategically located cities.





FRUEHAUF TRAILERS
"ENGINEERED TRANSPORTATION"

TRUCK-TRAILER TRANSPORT IS DOING AN ESSENTIAL JOB FOR ALL AMERICA

MANAGEMENT'S *Washington* LETTER

A last minute roundup by a staff of Washington observers of government and business

DON'T PLAN ON PAYING INCENTIVE WAGES unless specific orders come from Washington.

Chances are few plants ever will get those orders.

High, policy-making officials in War Production Board say incentive wage talk is premature, mis-interprets real intent.

Object is NOT to increase over-all production program by giving workers added incentive, they point out, but to balance the rate of production.

For example: If airplane propellers were lagging 10 per cent behind engine and plane production rates, incentive wages would apply only to propeller makers, to bring their production up into line.

> If incentives were applied industry-wide, present imbalances would increase proportionately, tying up men, machines and materials into products that would have to wait for slower components.

▶"Confusion twice compounded."

That's a distribution expert's three-word description of President Roosevelt's anti-inflation order.

"After studying it for weeks," he said in summing up the trade's view of the order, "we still don't understand it and don't think anyone else does."

Most general complaint about the edict is its "ifs, ands and excepts"—loopholes leaving it wide open for interpretation.

It holds that neither wages nor prices are to be increased "except to correct sub-standard conditions" or when it is deemed "necessary to maintain or increase production."

Which all shakes down to much the same policy that supposedly was in effect before the President's order came along.

Its arrival knocked into a cocked hat a series of price readjustments under way to iron out distribution difficulties.

Now affected lines are waiting for interpretations. Labor shows few signs of accepting the order as a hard freeze.

▶What really has been rationed is not food, but consumer demand.

A housewife enters a store with so many points, has to choose carefully.

The stores, in turn, have the same problem—limited points to spend. They are spending carefully.

Wholesale sales are slowing up to a point where, for the first time in many months, canned goods and meat salesmen are calling on retail outlet buyers.

There has been a switch from a sellers' to a buyers' market.

Artichoke hearts, other so-called luxury items in the canned goods lines are not moving even at the pre-rationing rates.

Ready-cooked meats, the luncheon lines, are being passed up by housewives seeking better point buys.

> All this does not mean less rationing in the future. It does mean that the program still needs careful adjustment to match point values to available supplies.

O.P.A. is holding its all-out rationing plans in abeyance pending further experience in handling present phases.

▶Fathers go last.

That's about all the newest draft edicts amount to. Paul McNutt said it fast to beat Congress to the punch.

Net effect on your industrial or business manpower problems: None.

The arithmetic remains the same. If we're to have 10,800,000 in the armed forces this year—and there's no indication we aren't—all but 3,200,000 in the 17 through 37 age group physically fit for service will be in it by January 1.

Half the 3,200,000 will be on farms, the others, key men or family hardship cases.

Fathers will be taken in large numbers starting in a month or so. Other eligibles will be gone.

War plant employers don't yet realize how many men they will lose to the draft this year, W.P.B. officials say.

They urge planning now for breaking in more women, more oldsters.

▶Quietly, without official announcement, many commissioned officers past 37 are filtering back into civil life.

> Many gave up lucrative professional practices or good positions to enter the Army as officers. Others worked their way up from selectee status.

Rather vague explanations about needing younger officers are given them as they are taken out of uniform.

They are free to go home, resume their former positions if they can, but must be ready to report back for duty on a moment's notice.

Many resent their retirement, contend they made personal sacrifices to join up. Neither do they like the call-back uncertainty.

▶Chances are good you won't hear much in the future about the struggle between military and civil officials for control of war production.

> Demand for an end to this struggle came from a source that neither side could afford to ignore.

General Somervell cracked a few Army heads, Donald Nelson cleaned W.P.B.'s house, and the two principals pledged each other their complete cooperation.

Result: Comparative calm seems assured on this previously turbulent front.

Army's bid for control of W.P.B. ended with departure of Ferdinand Eberstadt as deputy administrator.

W.P.B.'s chief trouble-maker, according to insiders, was Mordecai Ezekiel, the New Deal's hogarithms man who turned up one day as assistant to Charles E. Wilson, now Nelson's chief of staff.

Ezekiel was quietly eased back into his old Agriculture Department niche after Eberstadt was forced out.

Don't be surprised, though, if Ezekiel returns to W.P.B., quietly as he left. Wilson thinks highly of him.

Donald Nelson's own resignation is said to be resting in a White House pigeonhole. Mr. Roosevelt can accept it any time he decides to make a change.

▶Published reports have little more than hinted at the production "cut back" that is expected to reach its peak by July 1.

The changes simply indicate tailoring the various types of production to fit constantly changing military requirements.

> But there already have been dislocations of employment in some industrial centers as a result. There will be more. Phil Murray predicts cut-back unemployment of at least 650,000.

Military security restrictions prevent making the details public. In general, however, the story is that production of some items has moved much faster than others. Surpluses have been built up.

We have enough of one type shell, some authorities say, to fire 80 rounds at every soldier in the German Army. So production of this shell is to be cut back.

It's no secret that the government is concentrating on planes and ships, and is diverting materials to certain heavy weapons.

Another factor in the cut back is that the character of the fighting changes with the terrain, with shifts in tactics, and actual field experience.

War is constant change. There are practically no static fronts in this one.

That means change, too, in production back home.

The cut back will enable some factories to return, temporarily, to production of essential civilian items, such as farm machinery and refrigerators.

When inventories are built up again, war work will be resumed in these plants.

One high government official put it in chain store terms:

"It's like opening a new store in a strange town whose buying habits you don't know. When you find some lines moving slowly you concentrate on the faster-moving lines. That's what we're doing."

> Hardest hit by the cut back are subcontractors with small resources. They can't hold their labor during enforced idleness, can't readily convert from one kind of production to another.

▶Significant to industry is Donald Nelson's statement that W.P.B. has scrapped the plan for Nation-wide concentration of industry.

This plan was first publicized widely by Nation's Business in January and February of this year.

Readers learned the program was headed by Joseph Weiner as director of W.P.B.'s Office of Civilian Supply.

Weiner tangled with Nelson by fighting for legislation to remove his office from W.P.B. and set it up as another agency.

W.P.B. apparently has adopted Baruch's formula to "skeletonize, never destroy."

Confusing, however, in connection with Nelson's death-knell for concentration is simultaneous report that W.P.B. is concentrating the clock industry.

That report says only two of six largest clock makers will be permitted to make clocks. They will share profits and distribution with the other four.

If that takes place it will be the first profit-sharing concentration.

Nelson had said his committee on concentration filed two confidential reports, went out of existence two months ago.

"The one inescapable conclusion...is that no formula or general plan for the concentration of a great number of industries is possible," he declared.

Apparently clock making is not among that great number. Trade talk is that several other non-war lines may not be.

▶The Ball-Burton-Hatch-Hill resolution on post-war international cooperation kicked up a great deal more dust in the Senate's inner circle than elsewhere.

> Senate foreign relations committee members are still burning over what they consider this four-man invasion of their own province.

Secretary of State Cordell Hull is reported to feel that the resolution was unwisely timed and worded.

Members of the Senate foreign relations committee, who work closely with Hull, understand the resolution had the private blessing, in advance, of Undersecretary Sumner Welles, who did not consult Hull.

It's a ticklish situation which cannot be fully discussed in the open because of touchiness within the United Nations family.

That's one reason President Roosevelt was reluctant to endorse the resolution, even though it appears to support his position.

▶This year 1,409,000 American workers will take the year—not the day—off unless absenteeism rates are cut.

That's the effect of time lost, computed from National Industrial Conference Board figures.

Government war labor administrators are readying a new campaign to cut them.

Drive will be conducted by labor management committees. It will reflect Government's view that excessive absenteeism is caused not by work shirking, but by flow into industry of women and other inexperienced help without good health and work habits.

> Top management men protest this view ignores such major factors as swollen pay envelopes and time lost in dealing with regimentation agencies for food, gas, tires, fuel, etc. (See "Manpower for Our Third Army," Nation's Business for November, 1942.)

▶New York state has just taken a hard look at the results of a headlong reform government.

"Alarming" is the word used by a committee, headed by former Undersecretary of the Treasury John W. Hanes, and representing both labor and management, in describing the state's 10-year commercial spiral.

Overburdening taxes, high wages, government antagonism, are blamed for a 23.3 per cent drop in the state's share of U.S. manufacturing, measured by "value added by manufacturing processes."

Committee asks "concerted effort to remove the handicaps which now stifle business and employment opportunities."

▶Bright, sunny spring days are helping to relieve farm labor shortage, brightening the food production outlook.

Joining the back-to-the-farm trek started by the "farm or fight" order are many hands who chose sheltered, highly-paid factory work in winter, prefer the country in summer.

Plantings are reported to cover much greater acreage than was expected 60 or even 30 days ago.

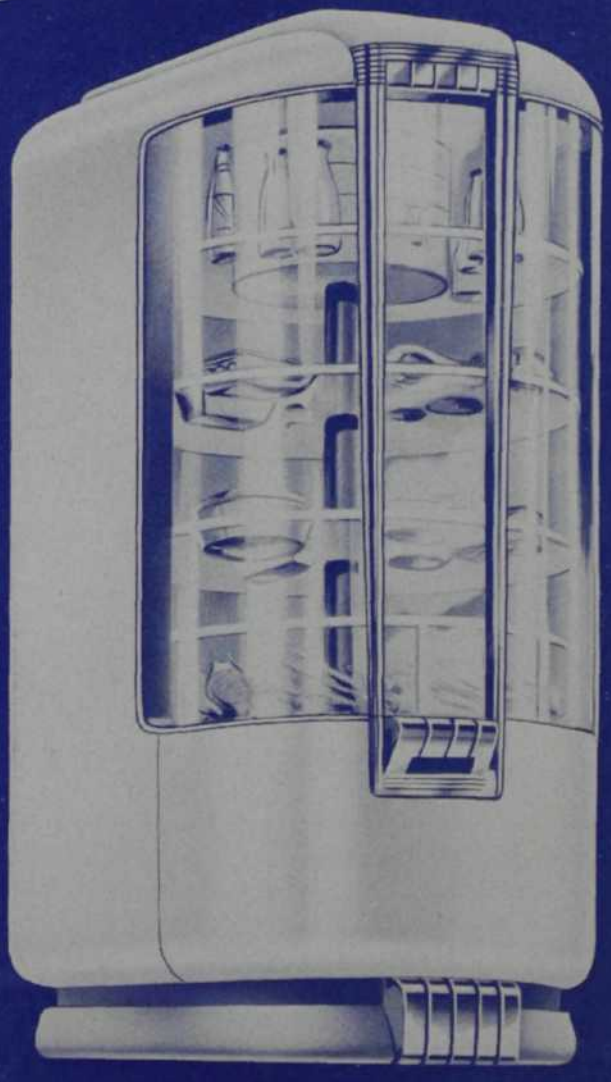
Doubt that the year's food production will equal 1942's still prevails, is based on serious winter kill of fall-sown grains, unusually dry weather in the southwest and middlewest.

TOO LATE TO CLASSIFY: Prentiss Brown shows the physical wear and tear of his O.P.A. duties and factionalism....Ed McGrady, former ass't secretary of labor, is doing a high-powered job of labor conciliating for the Army, behind scenes....The entente cordial between F.D.R. and the so-called working press appears about at an end, after a long run....Professor Joel T. Dean, fuel oil rationer, riled an Illinois legislature investigating committee by reiterating his distrust of the public.... Keep your eye on Governor Dewey of New York; Albany hears he will make a strong bid soon for national attention via the investigation route....Band Leader Kay Kyser irreverently greeted a bald-headed Selective Service colonel with: "Say, that's quite a headful of skin you've got"....Acme Steel Company tested stockholder interest in annual statement by "hiding" an offer to send a business chart on request; number of requests amazed company officers....Leon Henderson has done a fade-out from the Capital scene, but Mrs. Henderson's name still appears often in Washington's top-flight political-social lists....To you it's hoarding, to Army or Navy or lend-lease it's strategic stockpiling....Former Vice President Garner declined an opportunity to send advice to Congress from his retirement in Uvalde, Texas....West Virginia and South Dakota have abolished state income taxes while Iowa, Maryland, New York and Oregon have made substantial reductions....U.S. snuff production is at its all-time peak, is 500 times greater than during the so-called "snuff era"....Biggest amusement boom the Nation ever has seen is overtaxing its 11,000,000 theater seats.

BOHN

FORESEES THE REFRIGERATOR OF 194?





When peace is established a great variety of new products for the housewife will be forthcoming. One of these will be a new refrigerator.

Possibly this model will have a transparent door—also push button revolving shelves.

When Victory comes, Bohn will continue such work as designing new refrigerator parts and other advanced products.

New light alloys developed and fabricated by Bohn engineers will make such products possible.

Remember the name Bohn. When the time comes, we will be glad to cooperate with engineers in developing tomorrow's requirements.

BOHN ALUMINUM AND BRASS CORPORATION, DETROIT, MICHIGAN
GENERAL OFFICES—LAFAYETTE BUILDING
Designers and Fabricators—**ALUMINUM • MAGNESIUM • BRASS • AIRCRAFT-TYPE BEARINGS**

Post-War Problem No. 1

By A. H. SYPHER

NATION'S BUSINESS asked executives of 50 of America's leading war production industries what they consider their No. 1 post-war problem.

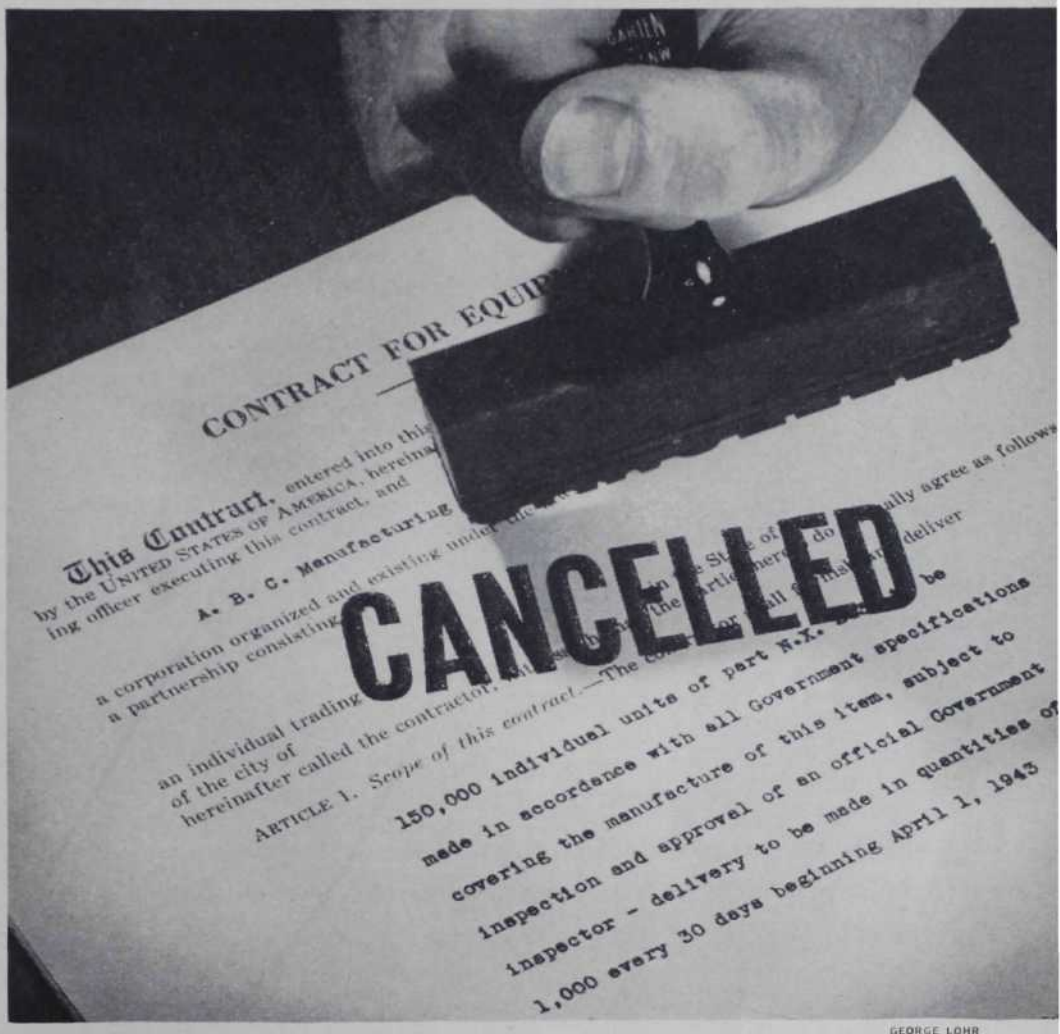
Almost without exception, they answered: "Settling our war contracts and reconverting our plants."

"If peace should come Saturday, what would happen in your shop Monday?" some were asked.

Said one:

"We have about $20,000,000 in war contracts, and most of our money is tied up in these. We have cash reserves of $6,000,000, but that's obligated for taxes.

"Our guess is that we would have work for, and money to pay, about 2,000 of our men. The other 7,000 would have to be laid off until we got our business with the Government settled up."



GEORGE LOHR

Post-war prosperity and the future of all American enterprise depends on the Government's handling of war contracts after peace is declared

POST-WAR planners, aglow with anticipation, are envisioning a bright new world with a better kind of living for all the earth's people.

It will come, they say, along with peace. Its blessings will reach many millions by 1950 and be extended to many more millions in the next decade.

This lustrous life is guaranteed, these planners point out, by the tremendous production capacity that has been organized for war, particularly by that capacity within the United States. When that great power is turned to peace—

But there's another post-war plan to be laid.

A tough, Monday morning kind of job must be done. It comes first. Unless that job is done, and done well, the better life will fade away into the blue sky where its planners now see it.

Hard-headed, practical business men see the job ahead. They are seriously concerned with it. They are studying it now.

It is America's post-war problem No. 1—and until it is done there can be no great surge into post-war markets. Instead, there may be deep depression; or possibly a new kind of government, that would quiet the spirit that has made America great.

The problem is one of clearing industries' right-of-way to peace by settling the bill owed them for war.

On termination of production, industrial capital will be frozen in partly finished work, partly processed parts and materials for more than $75,000,000,000 worth of unfinished war contracts. Invested in these contracts will be the money industry must have to meet reconversion costs, pay rolls, and the bills for new materials and supplies.

Holders of 100,000 prime contracts and a million subcontracts that have spread the war production job into nearly every community will have a stake in those funds.

Without money they cannot reconvert.

The 20,000,000 men and women at work on war production jobs share that stake.

Without reconversion, there will be few jobs.

The entire pattern of American enterprise, from mines to transport and from barber to corner storekeeper, shares the same problem.

The millions of jobs that pattern provides and the buying power it creates are tied tightly to the industries now producing for war. They are the same industries that form the framework of America's economy during peace.

The 252 companies that are doing

the major part of the war production job today were, before war, the cream of the country's job-making crop. If they falter in the turn to peace-time pursuits, the nation will falter with them.

Way to solution

EVEN the date that Johnny comes marching home will be determined by the solution of this No. 1 problem, because the armed services will not discharge men until their country can give them work.

Union leaders, chambers of commerce, merchants, farmers, dealers, salesmen and communities—touched by war or not—all share in the solution, because without money to reconvert there will be no new production, no products to sell, no smoothly flowing, prosperous times.

The solution lies in the quick payment of contractors' bills on cancelled contracts—the freeing of their funds for reconversion.

Business men who recall the last war know that Government's close cooperation with producers ended abruptly when the final shot had been fired. Contracts that had been honored and extended while battles roared became rejected claims then.

They know, too, that the record gives little hope for speed. It shows that policy, not contractual phraseology, will dictate the settlement.

After World War I, the federal Government took an average of three and one-half years to settle war contractors' claims—and it settled them for 13 cents on the dollar.

But, during World War I, profits had enabled business to set aside funds for the future, and the war contracts outstanding on Armistice Day totalled only $7,500,000,000.

This time severe limits imposed on profits by heavy taxation and renegotiation have sharply restricted the funds set aside for future use. Business has gone far deeper into debt for expansion and working capital.

Few industries will have sufficient surplus to carry them through a prolonged waiting period, or to enable them to take the loss of settlements at 13 cents on the dollar.

A survey shows that executives of industries bearing the major burden of the war program are seriously concerned over settlement day.

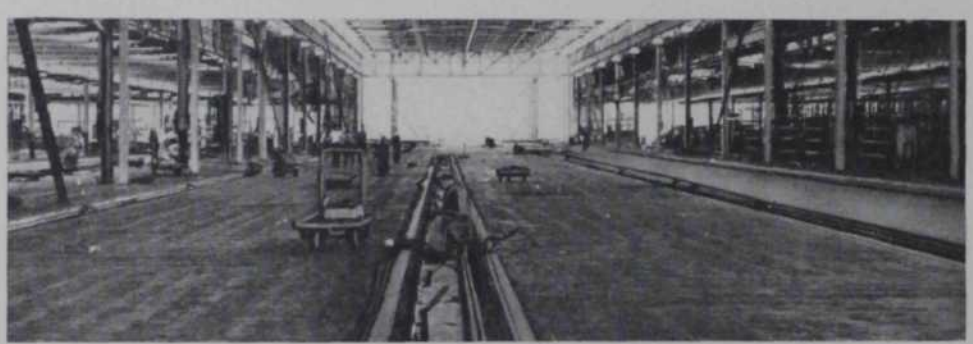
Nearly without exception, they foresee a serious need for working funds immediately at the close of the war. Few think they could handle the cost of reconversion while funds were frozen in partly finished war contracts.

They cite an imperative need for at least 50 per cent of the amounts due, paid at once upon presentation of a verified claim on a cancelled contract.

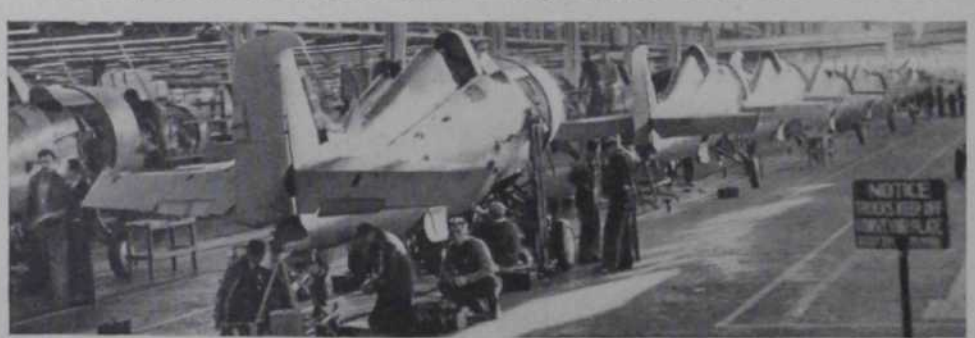
Some point out that their entire capital is invested in facilities for war work, materials, payments to subcontractors and partly finished parts.



With the Government as its only customer and with Government funds available to meet costs, General Motors tore the assembly line out,



Rebuilt its Linden plant auto assembly line to handle airplanes. At the end of the war, with taxes taking surplus funds and with war



Contracts cancelled, it will need to win new customers, to buy machinery. Reverse of conversion process will not be easy

Delays hit everybody

THEY would need 100 per cent payment, as quickly as possible, to enable them to meet current obligations and the cost of the changeover to peace.

On each prime contractor depends the welfare of an average of ten subcontractors, and delays in prime contract settlements undoubtedly would filter out over the country in delays in subcontract settlements.

Tremendous expansion has absorbed the resources of most aircraft lines. An officer of one of these predicts disaster among many manufacturers unless payments promptly follow contract cancellations.

But these executives also see difficulties in the path of quick settlements. Some believe that complexities involved in the handling of groups of contracts would prevent the filing of accurate claims within 60 or even 90 days after notice of cancellation.

Nearly all agree that government auditors will create even longer delays before approving claims, because of their methods, the size of the job and the lack of enough competent accountants to do it.

They also may expect an abrupt change in the Government's attitude when the war job is done. Today the watchword is "Rush!" When the pressure eases, the War Department will take a sterner, colder look at its bills.

The change is psychological. It has happened before. What was a perfectly good and fully honored contract during World War I often became basis

(Continued on page 56)



"I'll huff and I'll puff and I'll blow that house down . . ."

Can Our Food Dealers Survive?

By LAWRENCE SULLIVAN

A YEAR ago this month we opened the discussion of a possible food shortage with an article by Mr. Sullivan, "Plans May Deny Us Food." The confusion he predicted then has led to conditions described here

SOME WEEKS ago Paul S. Willis, president of the Grocery Manufacturers of America, warned of a food shortage, "so severe that it may lead to riots in several war production areas."

Today government controls threaten a breakdown of food distribution throughout the United States. In the past year some 50,000 retail food stores have closed their doors—principally because they could not keep up with the added clerical work necessitated by price controls, rationing and inventory questionnaires from Washington. Labor is scarce, operating costs are mounting, but selling prices are frozen under O.P.A. ceilings. In the first quarter of 1943, grocers and butchers went out of business at the rate of 5,000 a month. Many remote communities now have no grocery stores; entire states have been inadequately supplied with such basic commodities as meat, butter, lard, or potatoes for two months in a stretch.

Trade surveys disclose five principal food distribution difficulties:

1. **Shortage of manpower.**
2. **Uncertain supplies.**
3. **Badly adjusted price ceilings.**
4. **Restricted transportation by boat, rail and truck.**
5. **Burdensome accounting connected with ration banking and government-controlled inventories.**

Food handlers, wholesale and retail, never have been classified as *essential* war workers. Experienced manpower has been swept out of the industry at an alarming rate. Some large grocery chains are experiencing a labor turnover of ten per cent every *week*. This means a whole new working force five times a year! The normal peace-time turnover in this industry is about ten per cent a *year*. Thus, it now requires about 50 times the normal rate of hiring to keep stores manned. Women have been employed successfully in all retail grocery functions, but every store still must have at least one man for heavy lifting. The War Manpower Commission has denied even that minimum.

A study of time consumed in ration accounting, special inventories and questionnaires from the Government, plus ration banking, revealed that such work required, in equivalent man-hours, the services of one full-time employee for each store—an average of seven hours and 20 minutes each day. This added work calls for a new labor force of approximately 30,000 persons in the chain stores alone, and perhaps 50,000 more in the larger independent groceries.

In most smaller stores, the business volume does not support an additional clerk for this work. The burden falls on the proprietor, after store hours. Unable to keep up with it, a Michigan



grocer closed his business after 40 successful years:

"For the past six months I have been behind the counter ten hours a day, then up half the night filling in government forms. Sunday is required for inventory reports, ration accounts, or some new application for coffee, sugar, or canned goods."

Shopping takes hours

A STOP-WATCH study in Illinois disclosed that, with point rationing of canned goods, an average of 11 minutes was required to clear each customer through the checker at the cash register. This means an average of 44 customers for each checker in an eight-hour day. Before rationing, the checkers could clear about 25 customers an hour, or 175 a day. With point rationing of meat, the checker lines are further slowed down. But even before meat stamps had to be collected, grocers needed four times their normal force of cashiers to handle the same number of customers. This would require 240,000 additional checkers in the chains alone.

Current grocery closings are not usually reflected in the monthly reports on bankruptcies, because the shopkeepers do not actually wait for insolvency. They are not business failures. They simply find themselves facing overwhelming demands from the federal bureaus.

In ordinary times the grocer sends his orders to the wholesaler perhaps a month in advance. He is reasonably certain the goods will be delivered before they are needed. Today, he cannot know what will be delivered until the truck arrives at his door. From day to day, he must take what he can get. He must juggle point values in his buying so that his ration bank account will not be overdrawn. If certain perishable items do not move because their point values are too high, he must apply to his local ration board for permission to reduce the point value to avoid spoilage. He then must report in detail the point value of the goods sold at reduced ration rates, and must apply on the proper forms for new tickets to make up the difference in his allowable rationed inventory. But such "bargains" never may exceed two per cent of his total rationed inventory for any one month.

Counting different brands of the same staple, many grocers carry as many as 300 rationed items. Every retailer must post the point value of each item in stock. An official change in point values requires a re-marking of every can or package.

Dollars-and-cents ceiling prices also must be posted for each item and any change in these ceilings likewise requires a re-marking of the stock.

The storekeeper must show in his monthly reports, not only the volume of purchases in each item, but also must give "the name and address of his seller, and the points he gave up for each purchase." Any failure to conform to the letter of these orders runs into this make-'em-like-it language from the O.P.A. regulations:

"Persons violating any provision of this regulation are subject to criminal penalties, civil enforcement actions, suits for treble damages, and proceedings for suspension of licenses." Section 20 of O.P.A. regulations provides that, without trial or hearing, Washington may suspend either a wholesale or retail license for such period as, in the judgment of the administrator, is necessary or appropriate in the public interest.

When uniform ceiling prices were established for all markets, truckers and shippers of fruits and fresh vegetables began to divert their supplies to the smaller cities closer to the farms, thus saving freight and drayage. Within ten days these diversions reduced New York City's receipts of farm produce by approximately half. On one day in March, for example, the New York State Retail Merchants Association recorded arrivals of 62 carloads of potatoes, as compared with 143 carloads on the same day of the previous year. Oranges were ten carloads, against 21 a year earlier. Total cars of all fruits and vegetables on track in the New York market that day were 292, against 554 a year earlier.



What is Cheddar Cheese?

Paralysis, not shortage

CHICAGO reported 55 carloads of potatoes one day, against a normal arrival of 150 to 175 cars. Said the President of the Carlot Potato Association of Chicago:

"The price ceilings developed in Washington are unworkable, and they have disrupted the orderly distribution of potatoes throughout the entire country. There is an adequate supply of potatoes, but the distribution system has been paralyzed."

Price ceilings on dressed meat at

(Continued on page 70)

Cross Ties Are Your Business Too!

By A. A. ARD

WHEN government regulation reaches into the woodlot a sturdy country man finds that perhaps he and Big Business have much in common



Billy didn't move his feet from the oven door. "It's no use, Pop. We can't cut cross ties without a license. Got a license?"

LAST WEEK I visited Washington. I sat in a fine chair in a hotel lobby and listened to a group of Big Business Men arguing over my head. They mentioned Priorities, Ceilings, Platforms, Foundations, Overhead, Basic Materials, Credits, Costs and Taxes, until I grew bewildered. I gathered from their earnest manners that there isn't much fun in Big Business today and I thanked my lucky stars that the old work mule and the muley cow were chewing away contentedly on the grassy slopes of my homestead farm, unaffected by the red tape which binds trade and manufacture.

When I got home, the mail-box yielded an official envelope. It was from the "Office of War Information," "Office of Price Administration," and contained "O.P.A.-T-417" "For Immediate Release." I wondered if I had become a Big Business Man in the course of my short absence, but I didn't read it, because we have little to sell.

Billy read it. He reads everything. He is my 21-year-old son and farm manager. Billy is bright, but he never did like to cut cross ties; and he smiled as he read O.P.A.-T-417—Cross ties, How, When and Where.

So, a few days later, when the woods road had dried out a bit, I said to him:

"Come on, Billy! Let's cut a few ties and make a dollar the hard way."

The only way we know to print money here is by finger and thumb print on the hickory handle of a useful tool. But Billy didn't move his feet from the oven door.

"It's no use, Pop!" he said. "You can't cut ties without a license."

"Can't, eh?" I replied. "Since when can't I cut my own trees?"

Then he pulled O.P.A.-T-417 out of his pocket and read:

1426.9 Licensing—(a) License required. Every person except hewers and mills, subject to this Revised Maximum Price Regulation 216 now or hereafter making or contracting to make any sale of Eastern raiload ties, is required to have a license as a condition of selling any such Eastern railroad ties.

No license, no ties

"THEY didn't send you any license, did they, Pop? Then you'll have to get one before you can sell any ties."

He continued, "If we do cut ties, we have to work at it 48 hours a week. I read that in last night's paper."

Billy is a great one to read, but I told him he just never did like to cut cross ties.

"No license, no ties!" he repeated; "and listen to this."

1426.2 (2) "Cross tie" means a hewn or sawn forest product of specified dimension suitable for use in supporting the rails or railroad tracks and "Switch tie" means a hewn or sawn forest product of specified dimension suitable for use in supporting a switch in a railroad track.

"That's what you want to cut, isn't it, Pop?"

I thought of the nice looking girls and boys I had seen at work in Washington and agreed that a tie might be described in those words, even if they didn't know enough to include the exact specifications.

"Listen, further, Pop."

1426.1 Sales of Eastern railroad ties at higher than maximum prices prohibited. (a) On and after December 26, 1942, *regardless of any contract or other obligation,* no person shall sell or deliver, and no person shall buy or receive in the course of trade or business, any Eastern

(Continued on page 44)



BROWN BROTHERS

Like everything else in the modern Army, the Post Exchange has been streamlined. In World War days they looked like this but today . . .

THE SERGEANT said the PX mule was too smart for him.

"Old Army mules are that way," he said. "They've got more strategy in them than the generals."

The mule, the sergeant and the sergeant's riding horse were slowly climbing one of those mountains on the border which at a distance seem to be gold and blue glass and which underfoot prove to be sharp rocks and 60 per cent grades. The PX mule, he said, was loaded with choon gum, cigarettes, chocolate candy.

"The mule," said the sergeant, "kept poking his nose under every cactus. So bimeby a rattler stung him."

He said the mule shouted with joy. Then he stood stock still, waiting for his eyes to swell shut, which they did. So the sergeant had to strip the pack off the mule, put it on his own horse and walk the remaining 45 miles uphill to the little post where a detachment of ten men waited for their luxuries. He said he could hear that mule laugh darn near all the way to the top. The sergeant got to the post two days later, "on the rims." He had to hold his feet in the air for another day before the swelling came out.

The jughead was all right when the sergeant picked him up on the trail leading down hill.

Any old soldier in the Post Exchange—PX is the shorter version—will have some such story to tell. There is the tale of "Popeye" which entered the PX service as a battered and abandoned 14 foot boat cast away on a Caribbean beach. An army craftsman plugged its holes and engined it with a condemned Ford motor and a soldier who had been a blacksmith hammered a propeller out of odds and ends of iron. "Popeye" chugged from one Caribbean PX to another with cargoes of sweet freight until death caught up with it for the second time.

Icing on the cake

THERE is the probably apocryphal yarn of the PX in the Solomon Islands which ran out of everything and listened to the remarks of doughboys until they became unbearable. Then the officer in charge slopped through 20 miles of jungle with a few cannibals until he came to an Australian unit which fairly wallowed in playing cards and smoking tobacco and negotiated a loan on an I. O. U. and or-else basis. But such narratives are merely the icing on the cake.

The PX service comes under the head of big business nowadays. In 1942 it grossed $228,197,000 in domestic sales alone to the 4,000,000 or 5,000,000 soldiers now in the Army. Overseas sales are not yet tabulated. It will eventually serve the 10,000,000 or 11,000,000 men to be incorporated in the new Army as efficiently as it now purveys sweets and knickknacks to each unit, whether that unit consists of 40,000 men or only a dozen. The profit of each PX is limited to 7½ per cent and each is required to turn in a dividend of not less than five per cent, all of which is earmarked for the brightening of military life in one way or another. It is a long way from the old-time sutler service from which it stemmed.

There was a time when storekeepers in the vicinity of Army posts complained bitterly of the PX competition. They conceded that soldiers on posts at a distance from retail stores should be allowed to buy the small luxuries which go far toward lessening the tedium of Army life in times of peace. They admitted that the occasional storekeeper boosted the prices of some articles to unholy heights. They accepted the Army's contention that the conveniences of the Post Exchanges should be accessible to every soldier, whether he was attached to one of the great encampments or to a little ten man unit far from anywhere. But they maintained strongly that the list of articles for sale should be limited to those the soldier needs in his every day life. Phonographs, washing machines and diamond rings do not belong in this category, they maintained. Post Exchanges pay no rent or taxes, they get electric light, fuel and water for nothing, and their overhead is reduced to a minimum. Consequently they can undersell any civilian competitor. During the brief period when the W.P.B. forbade the slicing of bread, the PX's in Washington not only sold sliced bread, but the price of a loaf was four cents against 11 cents in the open market. The price spread was not so great on other items.

The Soldier Buys at the PX

By HERBERT COREY

ARMY'S own chain store system handles $228-197,000 business a year in keeping up morale

"We'll find out about this," said the Small Business Committee of the U. S. Senate.

When the inquiry ended the chairman said:

"I thought there would be a riot, but this has turned out to be a love feast."

The differences between the retail dealers and the Post Exchanges have been ironed out by Brig. Gen. Joseph W. Byron, in command of the Army Exchange Service which replaced in June, 1941, the inefficient and amateurish Post Exchanges in compliance with the recommendations of a committee of outstanding business men. Byron is both an Army man and a business man. He was born on the Army post of Fort Meade, S. D., in the midst of the Pine Ridge Indian fighting in 1892. He graduated from West Point in 1914 and, after service with small units on the border and in France in the First War, he resigned in 1919 to go into the tanning business at Williamsport, Md.

Twenty-two years later the Bureau of Standards and the N. R. A. called him in as industry adviser. Later he served as chairman of the leather committee of the first Army and Navy Munitions Board and in a similar capacity for the O.P.M. which later gave way to the W.P.B.

He practically put an end to the competitive sales. Nowadays only 76/100ths of one per cent of the total business of the PX system can fairly be called competitive and only two per cent of the 76/100ths of one per cent—an Einsteinian calculation—consists of the watches and rings and handsome doodads which used to perturb retail dealers.

"Of course," one clerk admitted, "when a guy buys a fountain pen there is no way to ensure that he will not send it home to Dad."

If Dad gets the pen he will have the happiness of knowing that his son bought it at a price that no civilian store could remotely approach. He may reimburse the donor if he wishes. But he will resell that pen at his own risk, because the Articles of War provide punishment for such transactions. Civilians employed on a post may buy what they need if they consume the purchase on the post and if they can obtain an order from the commanding officer.

This order is construed rather generously on most posts. Before the rationing system was expanded, he could

(Continued on page 48)

. . . The soldier buys the luxuries that go far toward relieving the tedium of Army life at Exchanges like this one which was recently opened at Ft. Myer

SIGNAL CORPS



Men Out of Step...

By G. B. ARTHUR

IF, INSTEAD of men who came from government bureaus and classrooms, we had filled the top jobs in war agencies with business people we would have improved our war effort



Soon the place was full of desks, jammed in, leaving no room for anything else

IT IS only fair to warn you that I am an ex-government employee. For the sake of fair consideration of my argument, you may even call me a disgruntled ex-official of W.P.B.

To be fair to me, however, please give me credit for having only one purpose during my government connection—to make a solid and worthwhile contribution to the war effort. When I accepted a position, I had no intention of staying one day longer than necessary once the war was over.

So much for introductions.

Men of long service in government bureaus who have transferred to jobs in the war agencies, are, mostly, men out of step. They have produced disorder and delay in many things for which they are responsible because the conduct of the war—apart from strategy and tactics of battle—is a matter of business, and they have not been trained in business. Most of them would rather do the job right, but both their methods and their motives get in the way.

Let me be doubly clear: I am not referring to business men who have entered war agencies for the duration or to men with business backgrounds who have been technical experts in government service. I refer to that great army of men who, in more peaceful times, staffed such organizations as W.P.A., C.C.C., F.S.A., N.Y.A., S.E.C., T.N.E.C., F.T.C., and the Department of Justice. Their training, their motives and their methods have been based on a philosophy of restriction—restriction of business enterprise, individual initiative, and of anything that didn't fit into an overall government planned system.

Men with such a background apparently cannot realize that their war-time job is to clear away rather than to set up new obstructions. Still intent on reform, they permit their anti-business philosophy to interfere with production, even though Donald M. Nelson, Chairman of the War Production Board recently pointed the way clearly when, in relieving Mr. Eberstadt, he declared:

"Our job today is a production job."

Contemptuous!

IF the staffs of the War Department had been filled with these men and they had ventured to tell the Army how to run the war, they would have been removed without ceremony and the whole country would have applauded. But, in the important work of producing war materials, they have been permitted to hold policy-making positions in spite of the fact that they know little about the industries for which they set up the policies and have only contempt for the managers of business.

I recall an O.P.A. staff meeting where, when the regular chairman failed to appear, the assistant chief of the branch took over and, in the course of his remarks, declared:

"Paraphrasing the old saying, 'You can lead a horse to water but you can't make him drink,' I can tell you that you can lead a business man to statistics but you can't make him think."

I remember, too, another man who, though he may have shared that view, was not too sure of his own ground:

"If you get those industry men down here so often, they'll know what we're doing," he said. "They'll take over, the first thing you know."

If, instead of men who came out of government bureaus or out of classrooms, we had filled the top jobs in war agencies with business people at the start we would have needed little or none of the imperious compulsion that has marked our war effort. Furthermore, everything we have gained by force could have been better done by cooperative methods.

Certainly business men would never

How life insurance dollars help "keep 'em rolling"

TODAY, we know that millions of troops and millions of tons of war goods are rolling along the rails and highways of this country in the greatest war effort of all time.

Yet, we may not realize that this is possible only because the United States has the largest and best *transportation system* in the world.

Under free enterprise, Americans have built a network of railroads some 234,000 miles in length, with more and better equipment, and at least three times as much trackage, as all the Axis nations combined!

America's highway system, with more than 548,000 miles of graded or surfaced roads, is not matched by any other nation on earth.

In this time of national emergency, America is fortunate that this vast transportation system does not have to be created overnight. The war found American Transportation ready ... thanks to long years of creative work and to billions of dollars invested by men with courage and with faith in America's future.

Many of these dollars have been life insurance dollars. For example, Metropolitan policyholders, through their Company, have invested hundreds of millions of dollars in underlying railroad securities which aided the expansion and improvement of America's railroads ... and other millions of dollars in bonds of States, counties, and municipalities. These dollars helped finance new bridges, the paving of roads, the construction of arterial highways.

Today, Metropolitan's income available for investment is performing an additional function. By far the larger part of it is going into United States Government Bonds, helping to buy the things needed to win the war.

When victory comes, American transportation will continue to progress. Aircraft development may supplement, to a greater degree, the railroads and highways of today.

Whatever ensues, life insurance funds will continue to play their part in the transportation field, as in other fields of American endeavor.

So, when life insurance policyholders pay their premiums, they are evidencing their faith in their country, not only in funds to help win the war, but also by building a backlog of funds for the peacetime development of a greater America.

BUY WAR SAVINGS STAMPS — FROM ANY METROPOLITAN AGENT, OR AT ANY METROPOLITAN OFFICE

75th ANNIVERSARY — 1868-1943

Metropolitan Life Insurance Company

(A MUTUAL COMPANY)

Frederick H. Ecker, CHAIRMAN OF THE BOARD *Leroy A. Lincoln*, PRESIDENT

1 MADISON AVENUE, NEW YORK, N. Y.



have started the flood of inquisitorial forms for getting information. One of those questionnaires—Form PD-25a—has 128 lineal feet of paper on both sides of its 16-inch sheets. It has to be made out four times a year—a total of 412 lineal feet of paper, weighing 11¼ ounces. That is only one form. There are others.

The Chief speaks up

IT costs the Worthington Pump Company, for instance, $90,000 to make out the 1,023 forms which federal, state, county and city agencies require of it every year.

Moreover, one cannot imagine a man trained in cutting costs and getting things done running an office as did my chief of section in O.P.A. where I spent four futile months before transferring to W.P.B. Nobody in the section had a very clear idea of what he was to do.

Most of us found some kind of work to do even though it never resulted in more bullets, but one man fretted constantly, appealing every few days to the Chief for some plan or direction.

Finally the Chief turned on him:

"What are you worrying about?" he demanded. "You're getting your check every pay day, aren't you?"

Nor is it likely that business men, used to measuring success by results, would regard a shortage of needed war materials as an opportunity for personal gain. Yet I have seen a branch chief's eyes snap when the possibility of a material shortage appeared. To him that shortage meant a bigger branch, more people, more power with a cobweb entanglement of new orders and restrictions. He meant to ladle that commodity out with a federal spoon.

He persisted in the expectation of a shortage and even issued an official decree stating the size of the shortage and forbidding use of any other figure. When no shortage developed, his disappointment was genuine.

In my own office, I was told one day that my section would be doubled in size. I was handed a list of new positions and told to hire people to fill them. No one explained why we needed the people but shortly the assistant chief appeared with a floor plan of my office space with miniature desks tacked in. Soon the space was full of desks, jammed in tightly. No room for filing cabinets, shelves, or tables or anything else.

Another technique, equally censurable but harder to detect, is setting up "made" work, doing things not necessary and doing work in roundabout, complicated ways to keep people busy and to increase the need for more of them.

This desire for personal power may be one reason for the number of limitation orders and other restrictions now in force. Each new order means more people to help handle it. No one appears to care how many there are now or how long they stay in force regardless of need.

There are other motives behind the restrictions, too. One lawyer from O.P.A. frankly admitted it at a meeting with W.P.B. at which we were attempting to smooth the path of a new price ceiling.

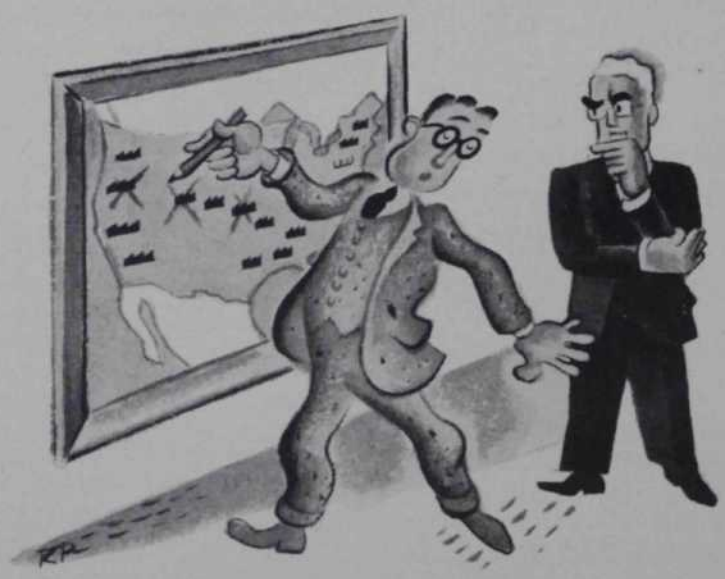
I asked him, "Well, that's just plain persecution, isn't it?"

"Sure," he snapped, "what did you think it was?"

There was also the case of the man in W.P.B. who, although he had no business experience, was put in charge of concentrating an industry.

His idea of concentration was to stand before a map showing locations of plants and stab here, there and yon, saying:

"I'll shut this plant down—and this one. I'll leave these."



He stood before a map: "I'll shut this plant down—and this one. I'll leave these."

He had no knowledge of what that industry does or whom it serves.

When some one pointed out that, if those plants were shut down, they would lose their trained employees and could not start up again, he retorted:

"I should worry if they never start up again."

Business men continue to go to Washington to try to help. If they accomplish little it is because of the way they are employed. A case will illustrate this. In W.P.B. a man with no experience was given charge of a section. He took hold with more energy than understanding. Just then dollar-a-year men had come into vogue in that division. He must have a staff of dollar-a-year men at once. Writing was too slow.

One of his long-distance telephone conversations went:

"Your industry is all dislocated. Selling is out for the duration. Your people don't know what to do. Now *I want you* to come down here and take charge of your industry for W.P.B.

"You will have to reorganize it, the way we think it ought to be.

"You will be General Manager of the whole industry. On one side you will have the government agencies to tell you what to do. On the other side you will have an Advisory Committee for your Board of Directors. Then you will put our ideas across to your Board of Directors, and they will put them in force throughout the industry. You will have to re-design the whole business.

Not for war only

"AND don't think this is for the war only. You will have to stay on the job long after that. It will take years to turn the industry around and make it work as it should."

Much time and money has gone with the wind in Industry Advisory Committees. Some of these have been necessary and have done an excellent job. But in many other cases they have been exploited to build up prestige. In my division in W.P.B., we were ordered to set up an advisory committee in every industry, regardless of need. On top of that, an additional committee was required in some industries to handle transportation matters.

The man trained for Government service in investigational activities has signally failed the demands of the war emergency because he has not been able or willing to orient himself to the functions of business and its rational ways of winning the war.

Behind him is the greater blunder of putting him in top positions, with no training or aptitude for the jobs that must be done.



ADVERTISING FIGHTS, TOO!

As American as Yankee Doodle, advertising skillfully used is a motivating force second to none in power and effectiveness. A big part of today's advertising is fighting for freedom just as vigorously and as effectively as it fought for and won sales and markets in peacetime.

Keeping our armed forces supplied with the material they must have to win the war calls for sacrifices and cooperation from all civilians. Advertising "sells" civilians on the need for their cooperation and sacrifices.

This summer, millions of backyard victory gardens will add to the nation's food supply because advertising "sold" the need for victory gardens to millions of people. Billions of dollars worth of war bonds and stamps are sold by advertising. Better health for our people through better diet is a natural result of the nutritional advertising released by many manufacturers and public utility companies. In conservation programs, salvaging campaigns, recruiting, and in many other ways that help to bring victory near, advertising fights for cooperation—and gets it! Farsighted businessmen will see that this good work is continued for the duration.



At Kimberly-Clark Corporation we are proud that much of the greatest advertising in America is printed on our papers.

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A Partnership of Disaster

By GUSTAV STOLPER

ABOUT a week after Adolf Hitler had moved into the seat of the German Government I had dinner with the Deputy Chairman of the Board of a world-famous German industry.

A pall of horror hung over the country as reports of atrocities by the Storm Troopers poured in. But many people still clung to the illusion that this was but a passing phase and that Hitler would soon be checked by the concerted power of the Army, the civil service officials and conservative business leaders.

The scheme had been to sandwich Hitler as Chancellor between these conservative forces and thereby to check his revolutionary madness.

I asked my friend, "Why, for heaven's sake, don't you do something while there is still time?"

His face was a picture of despair.

"What can we do? Don't you realize how completely dependent we are on the Government? The bulk of the orders we receive are either from the Reichsbahn or from the Post Office (which in Germany operates telephone, telegraph, and radio) or from the public utility industry (which is largely government-owned and operated), from the aluminum industry (which is entirely government-owned), and so on and so on.

"We have some plans for necessary financing. We cannot dream of going ahead without the consent and cooperation of the Reichsbank. In short, *we are bankrupt on the day we court the Government's disfavor,* even if—which is most unlikely—it refrains from strong arm methods."

The tragic memory of that evening came back to me when I studied the report of the National Resources Planning Board. The chapter entitled "Promotion of Free Enterprise" ends with a proposal to set up in the United States "mixed corporations with joint private and government participation." The report says:

> The mixed corporations might be an effective form of organization for certain plants in those industries of crucial importance in war-time and in which government has made great war-time investments. In this category are aluminum, magnesium, other basic metals, synthetic rubber, some chemicals, shipbuilding, and aircraft.

The authors of this proposal apparently felt rather uneasy, because they go out of their way to argue that the proposal is innocuous and to point to precedents which, they say, have existed for some time and worked beautifully both here and abroad.



Dr. Gustav Stolper, author of "This Age of Fable"

The Federal Home Loan Banks are mentioned and, "in a sense the Federal Reserve Banks are mixed corporations." Then: "Moreover, many private concerns are technically taking on the character of mixed corporations through acquisition of stock by the R.F.C."

That is true, of course, but usually companies that find this governmental partnership necessary are not happy about it and try to change the arrangement as quickly as they can.

In no single instance has the American Government so far ventured into the mining or manufacturing industry. The references to British examples are not more convincing. The Anglo-Iranian Oil Company was clearly a political proposition; so was the Imperial Airways which is completely government controlled. The South African Iron & Steel Corporation had to be founded with government money because adequate private capital could not be found for that enterprise.

What the National Resources Board proposes is something basically different. For the first time, government control is suggested for plants which are not merely of crucial importance in war-time, but will be of equal importance in peace. On the basis of war-time importance, the Government might take over steel as well as aluminum, synthetic fibers as well as synthetic rubber, large parts of the motor industry—they all are vital in this war and will be equally vital in any future war.

> Through the mixed corporation, Government could participate in the *selection of the areas of the business units* which are to continue to operate in these industries. Moreover, government representatives can check the degree to which *public assistance* to these industries in the *form of contracts or special subsidies* was being used to develop important products and to reduce costs.

Now, the report does not propose that the Government take over, or participate in, the entire aluminum, magnesium, or synthetic rubber industry. It speaks only of certain plants in these industries. In other words, these mixed corporations would compete in the same field with private corporations. Obviously those that receive public assistance could soon ruin the others, and force them into the government fold.

And this is sold baldly to the public as "promotion of free enterprise."

But, forgetting for a moment the revolutionary implications of the proposal, which would practically subject to government control all new industries expanded by the war, is the Government equipped for that job and what good could it do?

Whatever part of business in this country gets near the governmental sphere is at once engulfed by politics.

A partnership between Government and industry can therefore mean only one of two things:

Either a certain group of industrialists may actually run the American Government, a thought abhorrent to every freedom loving patriot; or government officials will dominate our economic life. That would mean the end of the American system.

That is the way German liberty has perished and liberty in any country must perish where the safeguards of economic freedom are destroyed.



"...and one to grow on!"

In a few minutes, this sturdy section of rail will take its place in the track of the Southern Railway System.

Over it will roll millions of heavy steel wheels . . . the wheels of troop trains, tank cars, fast freights . . . wheels that are rolling night and day to help America win the war.

And when final Victory has been won, there will be another important job for this rail to do. For on it the Southern Railway will haul the bounty of a great and growing Southland . . .

A Southland growing in industrial might . . . where tons on tons of raw materials will move to modern industries for processing and manufacture.

A Southland growing in technical skill . . . with hundreds of new and better products, born in Southern research laboratories.

A Southland of food and timber and plastics and textiles... that will flow on the tracks of the Southern to strengthen and enrich a victorious nation.

This rail, then, is one for the South to "grow on"!

Ernest E. Norris
President

SOUTHERN RAILWAY SYSTEM

The Southern Serves the South

"Lend-Lease" for War Only?

By SENATOR HUGH BUTLER, NEBRASKA

A FINANCE Committee member discusses the public interest in a $63,000,000,000 program

THE RECENT action of Congress in extending Lend-Lease for another year presages the continuation of what is already a multi-billion dollar foreign aid program and involves perhaps the transfer of still more billions to foreign governments for the ensuing year.

This much the American public knows. It knows, too, that Lend-Lease originally was intended to help those nations which have since become our allies to fight a war. The public knows further that it next became an implement to speed up the United Nations' war effort. We approved it whole-heartedly if it meant the saving of a single American life, if it meant that the war could be won more swiftly.

What the public does not know—but perhaps suspects—is that this lending program is actually an outright donation program—the most colossal dole of all times. Few people know either that the $18,000,000,000 appropriated directly to the President for Lend-Lease is only about one-third of the total involved in the program.

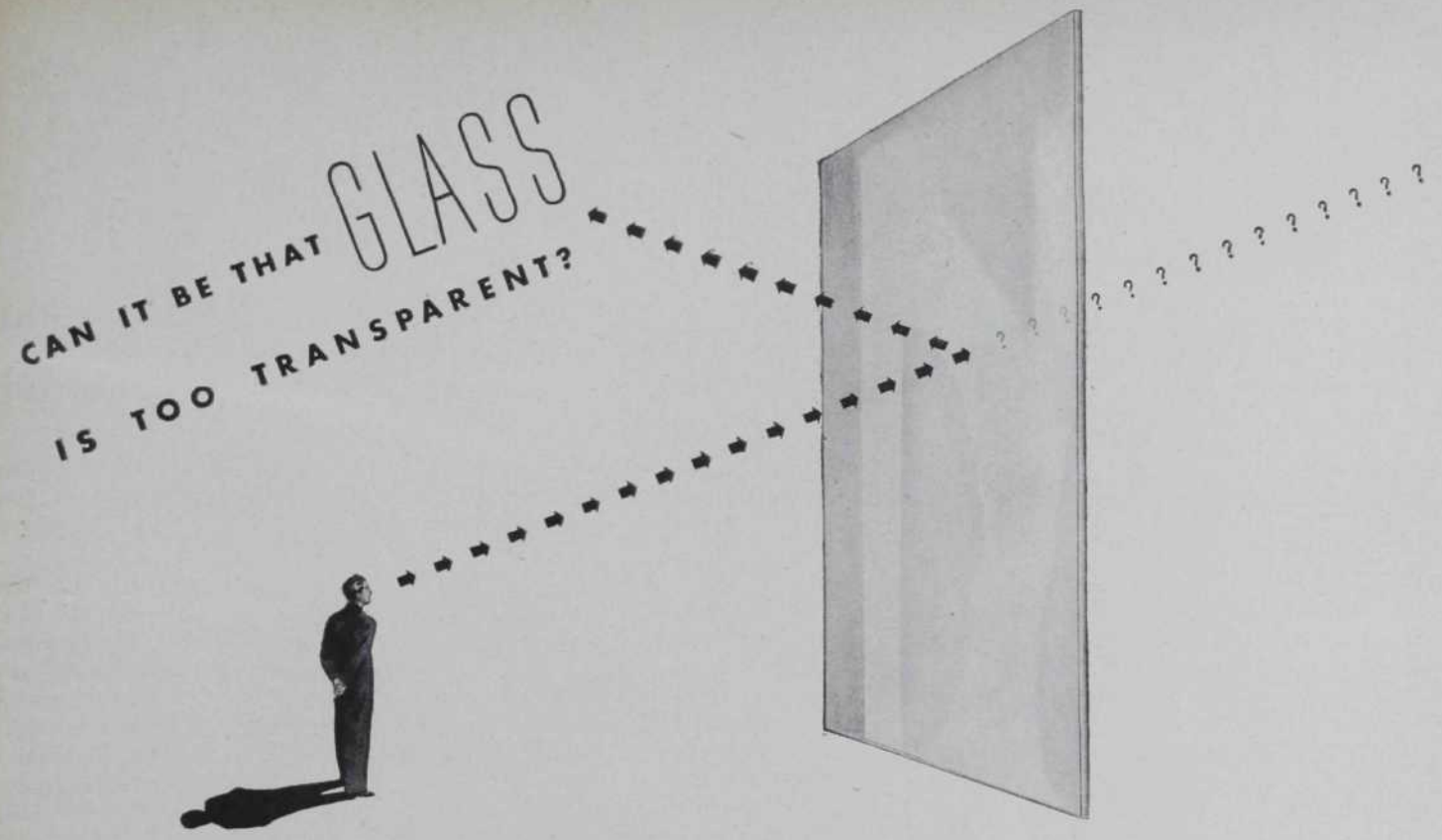
If the American people are to have their promised part in post-war planning, if they are to have confidence in their Government, if they are not to be disillusioned as they were after the last war by what they termed the trickery of their former allies, it is necessary that they should know all commitments and policies, past and future, of their Government which do not involve military expediency. One place where facts should be made plain is Lend-Lease.

The total sum involved and the ultimate purpose in the Lend-Lease program have been matters of conjecture for some time. Actually, the amount involved is approximately $63,000,000,000, which, as time goes on, may be considerably increased. This $63,000,000,000 is made up of:

Three appropriations—$18,410,000,000—made to the President for Lend-Lease, *and* $45,016,650,000 of authorized Lend-Lease transfers of goods and services procured from



A full accounting of Lend-Lease activities should be made and final determination of its benefits should rest with Congress



MAYBE SO, MAYBE SO. It is a fact that everybody looks *through* glass. You always have and you always will. Perhaps because it is so transparent, you've really never stopped to think about its other properties.

Now we ask you to look at the properties of glass . . . a good, long look . . . a look with your imagination.

You discover one of the most versatile materials in the world. These sparkling sheets we make have many amazing qualities, in addition to transparency, which make glass a better material for scores of everyday uses.

Chemically, glass is the most stable of all materials excepting the noble metals. It will not rot, oxidize, or disintegrate.

Dimensionally, glass is more stable, too. It keeps its shape. The coefficient of expansion is lower than practically any other material.

The surface of glass is among the hardest in the world. It is nonporous; will not absorb odors or moisture. It is more acid-resistant than any structural material. It offers unusual resistance to abrasion. It can be coated, polished, or etched. In large sheets, it can be made smoother than any other material. Its weathering qualities are unequaled.

Glass is *strong*. Make no mistake on that point. A square foot, quarter-inch sheet, the way we temper it, will withstand a pressure of 60 pounds per square inch. Double the thickness and you quadruple the strength. Our tempered glass has a modulus of rupture of 30,000 pounds per square inch, and it will withstand a thermal shock of 400 degrees Fahrenheit. Actually, tempered glass is stronger than many metals.

There are many more unusual physical and chemical properties of glass . . . properties found in combination in no other material. L·O·F can help you sort them out, team them up, practically any way you want. You can have the final product in flat sheets or bent shapes, laminated or fabricated with another material. You can have it in multiple units, or with metal or plastic collar.

Won't you write us about any possible use of glass that may appeal to you, no matter how revolutionary or unusual? That's the way to really find out. Libbey·Owens·Ford Glass Company, 1453 Nicholas Bldg., Toledo, Ohio.

Destructible?

Wood-Metal-Plastics-Glass. No material is indestructible. However, barring unseen conditions, no material will fail on a job in which it has been properly specified and engineered. When our application engineers say "Yes", you can be sure about glass.

L·O·F

LIBBEY·OWENS·FORD

A GREAT NAME IN *Glass*

Army appropriations, Navy appropriations and other departments.

Nor is this all! Authorized expenditures for foreign construction for plants and equipment production total $2,000,000,000. The plants built and owned by the U. S. Government and the equipment for plant construction and production in foreign nations, together with that portion of domestic manufacture to be transferred to Lend-Lease, although the Defense Plants Corporation finances the operations, adds an estimated $4,000,000,000 more.

About $5,000,000,000 more might be added by including the amount contracted by B.E.W., R.F.C., and R.F.C. subsidiaries for purchases abroad. These bring the total to $74,000,000,000.

Even beyond this figure, defying estimation, is the amount of funds which may be transferred for Lend-Lease purposes from the Naval Appropriations Act of 1942 and subsequent similar appropriations acts and the amount which the new Russian protocols may call for.

It is significant that Assistant Secretary of State Acheson stated recently that Russian aid has been stepped up "enormously" and that Secretary Wickard concurred in this opinion.

A second point of confusion is the reciprocal feature of the program. The public wants to know what is to be returned to the United States under Lend-Lease agreements. Members of the House Committee on Foreign Affairs, themselves in the dark, have asked many questions about the value of "reverse Lend-Lease."

As far as can be ascertained, slightly more than $1,000,000,000 has been returned in goods or services.

Early in the present war, many patriotic Americans hesitated to become allies of debt defaulters. The distrust and disillusionment which might ensue if the American people are fooled into believing that Lend-Lease billions will be repaid after the war might well influence the conclusion of a successful peace.

It will not do for Mr. Stettinius to declare that even a reasonable estimate in dollar terms or in ship tons of the value of Lend-Lease in reverse is impossible. The American public will demand to know.

The distrust of the American people will not be lessened when they become aware of certain disconcerting practices of the Lend-Lease Administration in its dealings with nations obtaining strategic supplies under this arrangement. In many instances these recipient nations produce metals, strategic supplies, and other commodities which we need. The natural arrangement would seem to be reciprocal trade arrangements but, instead of this, these nations receive Lend-Lease aid free while the United States buys needed materials from them for cash.

The American public will also want to know if the 14 other claimant agencies which have a call on the Requirements Committee do not to some extent duplicate the specific activities of the Lend-Lease Administration. They will want to know if the broad general principles of the Lend-Lease Administration are not also duplicated by the Foreign Relief and Rehabilitation Board, the office of the Coordinator of Inter-American Affairs, the B.E.W., the O.S.S., the Red Cross, the W.P.B. and others.

The public will want to know if it is true that non-essential materials are being shipped abroad at the expense of home consumption; if products shipped to Britain under Lend-Lease eventually find their way to South American markets to compete with our own products; if large quantities of Lend-Lease are lost or stolen and never traced; if food spoilage, trans-shipments and reshipments exceed all reasonable limits; if Lend-Lease aid has been used to serve politics rather than war aims.

World-wide W.P.A.?

ONCE these questions are answered, our people will have more confidence in the Lend-Lease program.

Beyond the winning of the war objective of Lend-Lease, the public might well ask, "Where are we headed for in post-war international relations?" Article VII of each Lend-Lease agreement provides that the terms of the final settlement shall be such as to promote the economic objectives of the Atlantic Charter. It pledges each of the signatories to work with all other countries of like mind for "the expansion, by appropriate international and domestic measures of production, employment, and the exchange and consumption of goods, which are the material foundations of the liberty and welfare of all peoples." Lend-Lease officials even now encourage hegemonic use of vast sums of money. The latest expression of this trend is the signing of the 15 secret Latin-American agreements.

(Continued on page 94)

★ ★ ★

BELLRINGER



Employing The "Repeaters"

One way to help overcome the manpower shortage is to get retired persons who served in the last war to come back to the production line. An inspiring example of this can be seen any day at Willys-Overland Motors, Inc., in Toledo, where Bill Davis, 78, does expert die-casting work. Bill made shells in World War I, and although he hasn't seen a medico in 40 years, still drinks, smokes and chews, he's going strong in World War II.

★ ★ ★



THE BRITISH CALL THIS VULTEE DIVE BOMBER THE "VENGEANCE"... In the U. S. Army Air Force it's known as the A-31 ... Each ship gets its first bomb load months earlier, due to the time originally saved by Kodak's Matte Transfer method.

IN SCORES OF OUR AIRCRAFT FACTORIES, the designers make their original drawings on metal coated with Kodak's fluorescent lacquer. These are then transferred, photographically, to structural metal "sensitized" by the Matte Transfer process—metal which may be used to build a full-scale test model plane.

Kodak's new photographic method gets planes into production 60 days sooner

THE human hand may err, or the mind may wander. But a photograph allows no mistakes. The hand, in transferring a tedious, detailed mechanical drawing, is slow—while a photograph is quickly made.

These two facts are the key to another "industrial revolution" which has come within the last year—lopping from two to four months from the time necessary to put an airplane, of a new design, into production.

How it's done

Kodak perfected Matte Transfer Paper—a means of applying a photographic emulsion to other surfaces. At the aircraft factory, under "safe" red light, the transfer paper is cemented to a sheet of metal—then the paper base is stripped away, leaving the emulsion. If desired, this metal may be a sheet of structural aluminum which is used in constructing an airplane. The metal is a "printing surface" capable of becoming a photographic print.

Drawing on metal

In the meantime, the designer's draughtsmen are at work on another sheet of metal, making their mechanical drawing of an airplane part. The metal sheet on which they work has a coating of Kodak's fluorescent lacquer. This lacquer glows, with a blue light, in the presence of X-rays—except where the pencil lines black it out.

"X-ray printing"

The finished drawing sheet is exposed to X-rays, and placed in contact with the sensitized aluminum. The result is a life-size photograph of the drawing on the metal. Another method widely employed is conventional photographic copying and enlarging—using Matte Transfer Paper to produce a printing surface on metal.

With either method, Matte Transfer Paper brings the speed and accuracy of photography. Months are saved—and the planes so vital to victory roll that much more quickly off the production line . . . Eastman Kodak Company, Rochester, N. Y.

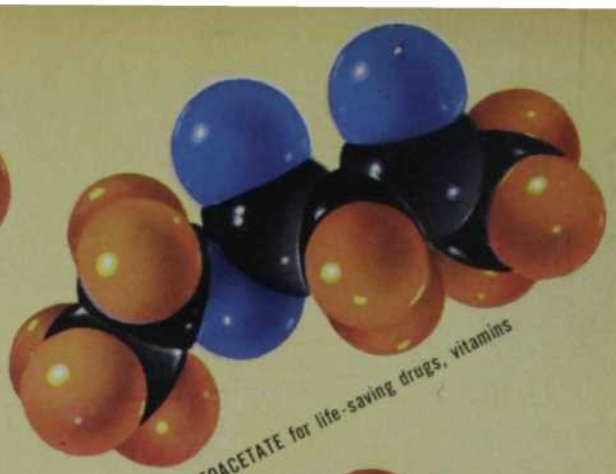
Serving human progress through Photography



ACETONE for rayon, photo film; solvent



BUTADIENE for synthetic rubber



ETHYL ACETOACETATE for life-saving drugs, vitamins



ETHYLENE GLYCOL for dynamite, anti-freeze, aircraft engine coolant



ETHYL ALCOHOL for lacquers, pharmaceuticals, smokeless powder



ETHYLENE DICHLORIDE for vitamins, anti-knock fluid, plastics, insecticides

Molecular Keys To A New World

VAST NEW SOURCES of raw materials . . . the equivalent of those which might be found in a great new continent . . . opened to America when CARBIDE AND CARBON CHEMICALS CORPORATION, a Unit of UCC, started building synthetic chemicals from water, salt, air, and hydrocarbons.

These chemicals are usually water-white liquids, although some are gases or solids. Basically, they are compounds of carbon and hydrogen—the atoms of which are represented here in black and orange—united with oxygen (blue), or with chlorine (green), to build up an endless series of chemicals. The models of those molecules of chemicals shown here are many millions of times actual size.

These chemicals are the raw materials for fabulous plastics . . . amazing textile fibers . . . life-saving drugs . . . vitamins by the carload . . . synthetic rubber . . . more things and better things than were possible before their existence.

Since these chemical wonders are obtained from abundant domestic sources, their use has contributed materially to the nation's self-sufficiency. Through research, American ingenuity, and patient development, scarce natural products have been duplicated or improved upon. Great new industries and great new materials that contribute to the nation's strength have come into being. And America has become a leader in a field as native as its own soil.

Broadly speaking, the uses of many of the synthetic organic chemicals developed by CARBIDE AND CARBON CHEMICALS CORPORATION are just beginning. The already established uses are indicative of their vast future values to mankind.

BUY UNITED STATES WAR BONDS AND STAMPS



BETTER MEDICINES! Amazing medicines like the sulfa drugs, synthetic vitamins, powerful insect repellents, and anti-malarial drugs depend upon synthetic organic chemistry.



COLD PROOF! Coolant for liquid-cooled aircraft engines and base for anti-freeze in military cars and trucks is ethylene glycol, an important synthetic chemical.



MAGIC PLASTICS! Wonderful plastics that look like glass, stretch like rubber, and which are proof against water, sunlight, oils, and many chemicals are made from VINYLITE synthetic resins.



MAN-MADE! All types of synthetic rubber require synthetic organic chemicals for their manufacture. Here's hope for tires for you in the future.

UNION CARBIDE AND CARBON CORPORATION

30 East 42nd Street UCC New York, N. Y.

Principal Products and Units in the United States

ALLOYS AND METALS
Electro Metallurgical Company
Haynes Stellite Company
United States Vanadium Corporation

CHEMICALS
Carbide and Carbon Chemicals Corporation

ELECTRODES, CARBONS AND BATTERIES
National Carbon Company, Inc.

INDUSTRIAL GASES AND CARBIDE
The Linde Air Products Company
The Oxweld Railroad Service Company
The Prest-O-Lite Company, Inc.

PLASTICS
Bakelite Corporation
Plastics Division of Carbide and Carbon Chemicals Corporation

Capital Scenes . . . *and What's Behind Them*

Whirlwind goes to the stable

OBSERVERS say Americans are beginning to take account of stock. They are presumably competent observers. They say that, for the past few years, Americans have been riding the whirlwind. A billion dollars was something that Grandma kept in the teapot. Marijuana replaced spinach on the dinner table. Washington's barndoor was hung with the hides of business men. If the theorists had been laid end to end they could have reached to John Maynard Keynes in London. Now we are returning to conservatism, the observers say. The papa-love-mama era is ended:

"Whirlwind has been sent to the stable. He'll be traded for a ploughhorse."

All Americans remember Whirlwind. He is the sensational little racehorse with a tail like a squirrel.

Debts and taxes did it

THEY credit the people—not Congress—for the change. Plus an appetite for facts after a tableful of *petit fours*. Congress is sensitive as a lily to a cold blast. When the people go about their business, working, buying, paying taxes, mute as so many shrimp, Congressmen are justified in believing that all is well.



"So do the men in office. The little bosses and the bureaucrats. They get to talking about Americans as 'peasants'."

When the people begin to write letters, Congressmen start losing sleep. Nothing, ever, the observers say, has been put through Congress in opposition to the definitely expressed will of the people. Witness the court-packing bill. Political revolutions start in the grass roots. They are never handed down from on high.

As one man sees the situation

ONE of the observers is a *bona fide* big man. Hall-marked, time-tested, a success in his own right, neither a politician nor a professor. He was brought to Washington to handle a big job. When he gets through with it he is going back to his own place:



"I overheard two youngsters talking on the steps of this building. Bright kids. Perhaps two years out of law school. They hold important posts in the Administration, in that they write directives and opinions that others sign. One said: 'I tell you, you can't trust the American people.' "

The observer said that maybe the kid could not trust the people, but it looked to him as though the people are preparing to trust themselves.

Diagnosis of the trouble

BECAUSE the man being quoted is really big and has been able to look at the inside he is quoted further:

"Washington is filled with men in key jobs who have been having a swell, butter-fingered, hogwild time," he said, "for years. Mind you, they are for the most part honest, intelligent, enthusiastic men. They have had pet ideas and not much control. Any man will warp under such conditions. He ceases to be responsible in the right direction."

The consequence is that Washington's bureaucracy (A) is too greatly concerned with playing politics, (B) is lusty with power, and (C) has a ruling class complex. A (D) might be added, he said. Some of them have a sadistic desire to make people suffer. "Make them understand that we are at war."

Jeffers' one-man revolution

HE said that, in consequence, a large part of the Washington bureaucracy is out of touch with what is going on. "Bill" Jeffers, he said, came on here from the Union Pacific to handle the rubber muddle. It was, he said, in a mess. The first thing that Jeffers discovered was that the organization to which he had fallen heir was made up entirely of no-men:



"You can't do that," was the office slogan.

"The hell I can't do that," said Jeffers.

He is a hard-headed railroad man. The men he has worked with all his life, on the one railroad, are hard-handed and tough. Jeffers gave Washington a taste of business methods. He fired every man in the organization. He expects to have enough rubber for every need by the end of the year. What's more, he thinks the United States can undersell natural rubber in the world market when peace comes back.

He has never yet failed on a job he started out to do.

The people needled 'em

THE easy thing for Congress to do, the observers say, is to sing hey and pass the appropriations. But the people back home keep on writing letters. There was a period, they say, immediately after the recent election, when seasoned Congressmen thought the overturn might have been—to mix a metaphor—just a flash in the pan. But the letters kept on coming. The extraordinary fact in this phase of our political history is that the letter writers show very little political bias:



"They are tremendously interested in the welfare of the country, and they do not care much about the labels their congressional agents wear."

Congress labors under the disadvantage that the voters think of it as made up mostly of politicians and it takes some little time to assess the proper value of each action. But in time that assessment is made. The men of both parties most certain to be returned are those who have demonstrated that they think of the national welfare first and of party interests second. Sumners and Taft and Byrd and Cox and George are always named in support of this theory.

The confusion was inevitable

THE philosophic way of looking at the infinite nonsense which has been going on in Washington is that it was inevitable in a democracy. Leaders of industry knew their business and have been turning out planes and trucks and guns and machinery in an unbelievable torrent. The Army and Navy knew their business and a new army has been built from the ground up and a magnified navy sent to sea. They were hampered by the necessity of dealing with a complacent bureaucracy which attached more importance to its revolutions in a squirrel cage than to getting things done:

"We have ordered thousands of acres of California land taken out of crop production," reported the Agricultural Department to Jeffers, "and planted to guayule."

"What for?" asked Jeffers. "Guayule cannot be harvested before 1945. By that time I'll either have all the rubber we need or we won't need any."

It was so ordered.

One of the last to see

PRESIDENT Roosevelt is a master politician. He is almost a declared candidate for a fourth term nomination. Yet—still according to the watchers—he has either failed to give full value to the new spirit in Congress or else some of his rush-rush aides have been putting their pet ideas ahead of his interests. The rush-rush aides dash into the presi-





DUST, that saboteur of production, must be kept out of every plant if maximum efficiency and speed in production are to be achieved. Dust spoils materials in process—increases rejects—reduces worker productivity—and adds to maintenance costs.

If your plant has a troublesome or dangerous dust condition, it can be eliminated—by engineered dust control. Write us about your problem.

ELECTRO-MATIC FILTER
FOR ATMOSPHERIC DUSTS

Combines automatic air filtration and electrical precipitation to obtain the highest efficiency in the removal of atmospheric dust and smoke.





ROTO-CLONE COLLECTOR
FOR PROCESS DUSTS

Combines exhauster and dust collector in a single, compact unit. Eliminates extensive piping—reduces installation costs. Comes in a wide range of sizes for all industrial needs.

Please send descriptive booklet "AAF In Industry".

Name_____

Firm_____

City_____ State_____

AMERICAN AIR FILTER CO., INC.
109 Central Avenue
LOUISVILLE, KY.

dential office with executive orders all written out and only lacking the President's signature:

"This is terrible, Chief. We must act fast. Don't you agree?"

The President is not omniscient. He must depend on the loyalty and knowledge of his aides in lesser matters, and he is sorely overburdened. If he does not respond readily to the rush-rush treatment, High Court Justice Frankfurter is often called in. Old Doctor Frankfurter rarely fails. He can talk longer than any man in Washington on any topic.

Perhaps R.I.P. Chester Davis

CHESTER DAVIS came on to be food administrator. He had an off-the-record promise of full authority. He was to be the top layer on the national cake. To be a really important layer he would have to beat the ears off:

Brown of the O.P.A.;
Wickard of the Agricultural Department (Note: he did);
McNutt of Manpower;
The Army and Navy;
Probably Secretary Ickes. But Mr. Ickes has tough ears.

Before he really got started, the President issued a repaint job of the Bernard Baruch plan and in every dispute Mr. Davis will have to butter up Mr. Byrnes. He might even have to satisfy Mr. Baruch, even if that handsome statesman is only a volunteer.

Tears for Mr. Brown

THOSE who do not fully comprehend how scratchy is that hair shirt of Prentiss Brown's are invited to read this item from the O.P.A. brain shop:



"Caskets," is the ruling of a Henderson holdover, "shall not be more than six feet three inches long—"

And if the dead man is six feet, five inches tall, the undertaker must bend his legs a little. Caskets must also be no more than 22 inches wide and 17 inches high and fat men feeling they are about to die are urged to fast until they can fit the specifications. The important thing about this item is that it is O.P.A. which has been telling us what we may eat, how much, at what price and when.

Story of a tough man

RUBBER boss Jeffers announced that he was going to release enough tires that the country can go on about its business. Farmers and workers must ride, he said:

"Let 'em walk," shouted Under-secretary of War Patterson. He meant it. He is a smart man, too. The late Marie Antoinette was not very smart when she suggested that those who had no bread might eat cake:

"Where are you going to get the tires?" asked some one.

"None of your damn business," said Jeffers.

Maybe this is a good sign. The President is turning away from the professors and is calling in business men. At least the observers say so. They do not know how long this trend will continue.

Wilson is tough, too

WILSON, new in the W.P.B., found that tanks were being held on docks because they were not equipped with hand tools. If anything happened in the field the crews could not make repairs. The requisitions for tools had been batted around:

"Put tools in those tanks," Wilson ordered. "Quit this paper work."

The tools went to the tanks.

Complaints of the letter writers

THE men and women who have been writing to Congress knew of these things and many others. They had been told that Elmer Davis and his Office of War Information was to give them news of what was going on. They had been kept in the dark for many good and bad reasons. Now they are writing that:

"The latest pamphlet issued by the O.W.I.—paid for by our money—is nothing but political propaganda."

A Congressman told on the floor about the Office of Civilian Defense:

"It is building a political machine in every precinct of this country. I couldn't believe what I had been told until I read its 'literature.' "

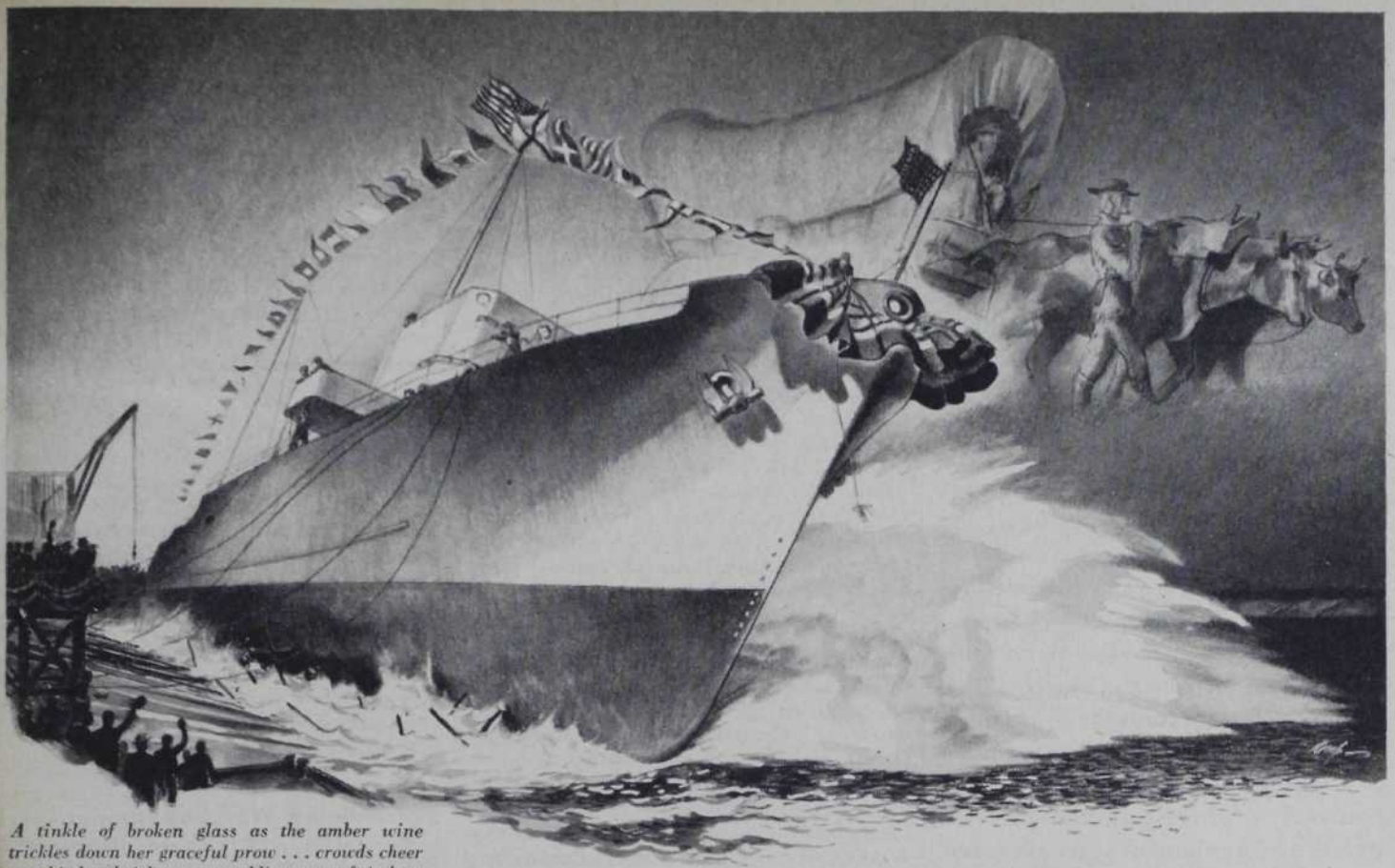
Other things they write about

CONGRESSMEN say that those who think Americans can be bought and bossed will have their eyes opened. They have learned a great deal since 1917. They are united—Congressmen say—in the determination that, by some means, the world can be assured against more war in our time. But the letter writers laugh at the idea that we can "decontaminate" the educational systems of other countries. Vice President Wallace is a sweet man, but his idea that American business interests in Latin America shall be brooded over by our Government is a sort of a henhouse thought, the correspondents write.

All agree that starving peoples should be helped, but, when the American taxpayer is asked to underwrite European business enterprises, he wants to know more about it. He has been told that Sweden will have no part in such a scheme and he thinks that is significant. He is asking Senators in considerable numbers whether agreements with other nations may be made in the future in locked door conferences or by treaty as provided in the constitution?

Of course—come to think about it—maybe the observers are all wrong. Maybe the citizen is writing these letters because he is beginning to feel the spring weather.

Herbert Corey



A tinkle of broken glass as the amber wine trickles down her graceful prow . . . crowds cheer as whistles shriek . . . a crackling roar of timbers . . . and a land-born lady of the seas glides like a gleaming dolphin into her natural element.

PRAIRIE SCHOONER—1943 MODEL

CHICAGO, home of so many of America's great industries, has given the nation many "firsts"—the first McCormick reaper—the first Pullman car—the first steel sky-scraper—the first streamliner*—and numerous others. Now, Pullman-Standard launches the first ocean-going Patrol Craft built in Chicago.

* * *

The speed with which these ships will be launched, and how many of them there will be to harass the undersea wolf packs, are wartime secrets. But we *can* tell our enemies this much—there will be enough to make them sorry that, in their thirst for world domination, they forgot to reckon with "verdammte Yankee ingenuity"; yes, ingenuity and engineering skill that found a way to fabricate and launch ocean-going fighting ships where once the sturdy pioneers explored uncharted wastes and pushed their ox-teams on to new horizons to found a great city. Such persistence and indomitable courage are the heritage of the American people today. There is reason for pride in the first ship we have produced in our 84 years of service in helping to build America . . . 84 fruitful years that have given us production know-how, expert engineering and metallurgical knowledge, and an organization to utilize that knowledge with millions of man- and machine-hours to speed the flow of armament for our land, sea, and air forces. This co-ordinated effort of employes and management is a demonstration of the tremendous strides American industry—of which this Company is proud to be a part—has made in arming the nation. It is proof of what free enterprise can accomplish to preserve the American Way of Life.

* Built by Pullman-Standard

In co-operation with 1,021 firms with whom we have placed 6,254 sub-contracts, there have been or are now being manufactured in Pullman-Standard plants:

TANKS • HOWITZER CARRIAGES • TRENCH MORTARS • BOMBS • SHELLS OF VARIOUS CALIBERS AND SIZES • PARTS FOR ANTI-AIRCRAFT GUN MOUNTS AIRCRAFT MAJOR SUB-ASSEMBLIES NAVAL VESSELS • FREIGHT CARS FOR THE ARMY, NAVY AND RAILROADS

Other materials for the war program are also being manufactured under sub-contracts.

* * *

There is reason for pride, too, in our workers for their loyal, patriotic co-operation . . . their versatility in adapting to shipbuilding the trades and skills they used as carbuilders. Truly, when the full story of Pullman-Standard's accomplishments as shipbuilders can be told it will make an exciting chapter in the saga of American armament production.

BUY U. S. WAR BONDS and STAMPS

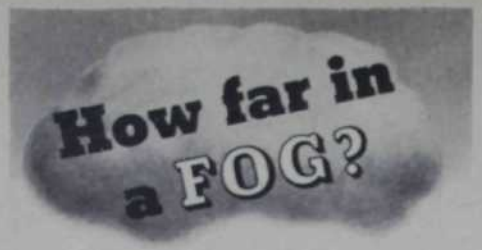
Contributors to the War Production Fund to Conserve Man Power. William A. Irvin, National Chairman, Chrysler Building, New York.

The Pullman-Standard plants at Butler, Pa. and Hammond, Ind. have both been awarded the Army and Navy "E" pennant for efficiency in production

PULLMAN-STANDARD CAR MANUFACTURING COMPANY

Chicago, Illinois . . . Offices in seven cities . . . Manufacturing plants in six cities

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INDIAN smoke signals were an efficient means of communication over short distances in good weather, but such adverse conditions as fog, storms, or high winds rendered them completely ineffective. Today interference with communications is still an important problem – but it is a problem to the solution of which Breeze research has made and is making valuable contributions. Breeze Radio Ignition Shielding makes possible dependable radio communications for America's aircraft and tanks on fighting fronts the world over. Tested under the grueling conditions of wartime operation, the reliable performance of this equipment reflects Breeze's background of years of experience in the engineering and production of Radio Ignition Shielding.



Breeze

CORPORATIONS, INC., NEWARK, N. J.

Washington War Survey

From the Records of the U. S. Chamber's War Service Division

World Record for Shipbuilding—Maritime Commission reports United States shipbuilding industry broke every world record for volume shipbuilding in 1942, a total of 8,090,800 deadweight tons of merchant shipping—1943 goal set at 19,000,000 deadweight tons. 1942 total includes 542 Liberty-type vessels, 62 tankers, 5 ore-carriers, 62 long-range C-type ships, 55 cargo carriers for British, 5 coast-wise ships, 15 special type craft; in addition, some 800 smaller craft and other vessels.

★ ★ ★

Mobilizing Farm Labor—U. S. Department of Agriculture resumes recruiting of Mexican agricultural workers for work in United States • Bahaman Government and Agriculture Department sign agreement for importation of Bahaman farm workers for employment in Florida and adjoining states • W.M.C. Women's Advisory Committee calls upon women's clubs throughout nation to mobilize members for active service on farms.

★ ★ ★

Civilian and Military Food Supply Program—Crop Report Board estimates 10,000,000 additional acres to be planted in 1943, 4 per cent increase over 1942 • Entire production of dehydrated white and sweet potatoes, cabbage, carrots, beets, onions and rutabagas ordered reserved for war needs by Agriculture Department • To assure proper distribution for military, civilian and lend-lease requirements, Agriculture Department orders all shell eggs in cold storage on May 31, 1943, set aside for government agencies • Department of Agriculture announces program to increase production of quick-frozen vegetables by 100,000,000 pounds over 1942 production • Hundreds of thousands of farm families enlisted in nation-wide "live-at-home" food supply program • United States invites 38 nations to send representatives to conference dealing with post-war food problems, April 27, 1943.

★ ★ ★

Organization of Land Army—Food Administrator to organize Land Army in cooperation with War Department and War Manpower Commission—men 38 and over no longer released from Army; 4-F's between 18 and 45, now exempt, to be reshifted to agricultural or essential industrial jobs, or placed in Army for limited service.

★ ★ ★

Labor-Management Council—W.P.B. Chairman announces formation of 8-member Management-Labor Council which will meet periodically with W.P.B. officials to discuss plans and policies affecting industry and organized labor; President Johnston of National Chamber a member.

★ ★ ★

Materials Control—W.P.B. establishes Combined Aluminum Committee to coordinate activities of United States, Great Britain and Canada with respect to production and utilization of aluminum.

★ ★ ★

Swapping Consumer Goods—Merchants with excess inventories of particular lines allowed by W.P.B. to bring stocks down to normal levels by exchanging surplus goods in little demand for others selling more readily.

★ ★ ★

Streamlining War Department—War Department establishes Manpower Board to survey military and civilian personnel to obtain most effective and economical utilization of every job and individual and secure release of general service personnel for combat unit duty • Army Air Force consolidates various supply, maintenance, training and other functions to increase efficiency.

★ ★ ★

Renegotiation of War Contracts—Secretaries of War and Navy recommend to Congress that renegotiation statute be amended to exempt contracts aggregating $500,000 or less, and to require filing of financial statements by war contractors in certain cases.

★ ★ ★

Authority for Wage Increases—Escalator clauses in labor contracts providing for automatic wage increases in ratio to rise in cost-of-living index held valid by National War Labor Board, provided they do not conflict with national wage stabilization policies • National War Labor Board rules that employers may grant wage increases up to 40 cents per hour without applying to Regional or National Board for approval.

★ ★ ★

Labor Disputes—National War Labor Board announces intention to take jurisdiction of all labor disputes not settled by other peaceful procedures and finally determine them on their merits.

★ ★ ★

Private War Housing—President approves amendments to National Housing Act making available insured mortgage financing for 90,000 additional units of private war housing.

—E. L. BACHER

THOUGHTS WHILE PITCHING HAY



RACING DOWN VALLEY, the clouds send their shadows chasing across the new mown fields. As the farmer sees them throwing a patchwork quilt of light and gloom over his acres . . . they intensify for him that other shadow across the land . . . *War.*

Now, his plowshare must become a sword. He knows that *food* is the strongest of weapons in support of any lumbering tank or graceful bomber.

But in his production battle, he can count on a mighty ally in that simple substance . . . *salt!*

For salt sweetens and preserves hay and ensilage. Out in the pastures in the form of Sterling Salt Blocks, this vital mineral duplicates the salt-licks once supplied only by Nature. Salt helps the lambs and pigs to fatten. Hens and horses must have it. And salt cures the hams, bacon, and sausage.

Salt is also familiar with the battle of production in the cities. Engineers stepping up deliveries today . . . in glass-making, tanning and dyeing, in meat-packing and canning . . . will tell you how they rely on salt or salt processes by International.

International Salt Company, Inc., Scranton, Pa., and New York, N. Y.—salt for *every* use.



A hard-long-road...

. . . a road of bitter fighting and heavy casualties, and disappointments — stretches ahead of America. It is the road of hardest realism. We must stay on that road — for it is the only road to Victory.

A little good news here and there does not erase the cold fact that we are fighting what is still the most powerful military machine in the world. A more powerful machine is still in the making here in America.

We have made a start, but today, as never before, there is a vital need for harder work by more civilians on the home front.

We can be thankful for our great American industry, our inventive genius, and our railroads, which are producing and moving the machines of war we need to win the war.

On the road of hardest realism we must remember: the development of America and what we have were made possible by the very things we are fighting to preserve — opportunity, individual initiative, and private enterprise. These are our strongest weapons in war and in peace.

NORFOLK and WESTERN Railway

PRECISION TRANSPORTATION

BUY MORE WAR BONDS

Cross Ties Are Your Business Too!

(Continued from page 25)

railroad ties at prices higher than the maximum prices fixed by this Revised Maximum Price Regulation 216, and no person shall agree, offer, or attempt to do any of these things.

"Do you get that, Dad? This Regulation sets aside all legal contracts that may have been in force when the Regulation became effective!"

"Shucks! Billy, that doesn't mean little fellows like us. That only applies to Big Business. We always cut our own ties whenever we get ready, and we sell them for all we can get."

And I reminded him that our ties paid the taxes, and that we needed more this year than last.

"Sorry, Dad!" says he. "But here's what the paper has in it about you:"

1426.2 (b) Persons covered by this regulation. (1) Any person who makes the kind of sale or purchase covered by this regulation is subject to its provisions. The term "person" includes: an individual, corporation, partnership, association, or any other organized group; their legal successors or representatives; the United States, or any government, or any of its political subdivisions; or any agency of the foregoing.

"So you see, Dad, it means us; and we can't cut any ties today—and neither can little Bobby, because he is my legal successor or representative. Aren't you, Bobby?"

Then I put on my specs and studied O.P.A.-T-417 to see for myself.

The paragraph entitled "Enforcement" did not sound cheerful:

1426.8 Enforcement. (a) Persons violating any provision of this Revised Maximum Price Regulation 216 are subject to the criminal penalties, civil enforcement actions, suits for treble damages, and proceedings for revocation of licenses provided by the Emergency Price Control Act of 1942, as amended.

I realized then what a dangerous thing a railroad tie might be.

1426.8 (b) Persons who have evidence of any violation of this regulation or of any regulation or order issued by the Office of Price Administration are urged to communicate with the nearest field, state, or regional office of the Office of Price Administration or its principal office in Washington, D. C.

Now here is a fine chance for a mean man to mind my own business for me!

But it doesn't matter much now. Billy has gone to sign up. I'm on the fence, chewing a reflective cud. The mule brays derisively. Only the patient cow chews stolidly on. Yet if the truth were known, she looks forward hopefully and longingly to that happy, carefree time when she won't be robbed of her precious calf; milked twice a day; and given a little real service about once a year. So do I.



It doesn't matter now. I sit on the fence and chew a reflective cud



finding a place to live isn't easy these days

Home owners, in particular, can well give this subject serious thought.

If your house were destroyed by fire, it probably could not be rebuilt until after the war. So don't let old furniture, cartons, magazines, etc., accumulate in your cellar or attic. They are dangerous fire hazards. They might make the difference between losing your house and saving it.

• • •

It is equally important in these days of changing prices to keep your property insured to its *full value*. Just what this means in your locality can best be determined by talking things over with your local agent or broker. He can give you prompt, expert advice both on modernizing your insurance and in the event of loss—which is why the Aetna Fire Group sells only through such representatives.

• • •

Because the basic purpose of insurance is to give you greater financial certainty, it is reassuring to know that policies with capital stock companies such as those comprising the Aetna Fire Group are backed by *both* a paid-in capital and surplus. You are never liable for assessment.

• • •

Don't Guess About Insurance
—CONSULT YOUR LOCAL AGENT OR BROKER

Since 1819 **through conflagrations, wars and financial depressions, no policyholder has ever suffered loss because of failure of the Aetna to meet its obligations.**

WARS	CONFLAGRATIONS	DEPRESSIONS
1846 Mexican War	1835—New York City	1819
1861 Civil War	1845—New York City 1851—San Francisco	1837
1898 Spanish-American War	1866—Portland, Me.	1843
1917 World War I	1871—Chicago 1872—Boston	1857
1941 World War 2	1877—St. John, N.B.	1873
	1889—Seattle; Spokane 1901—Jacksonville, Fla.	1893
	1904—Baltimore	1907
	1906—San Francisco	1921
	1908—Chelsea	
	1914—Salem	1929
	1941—Fall River	

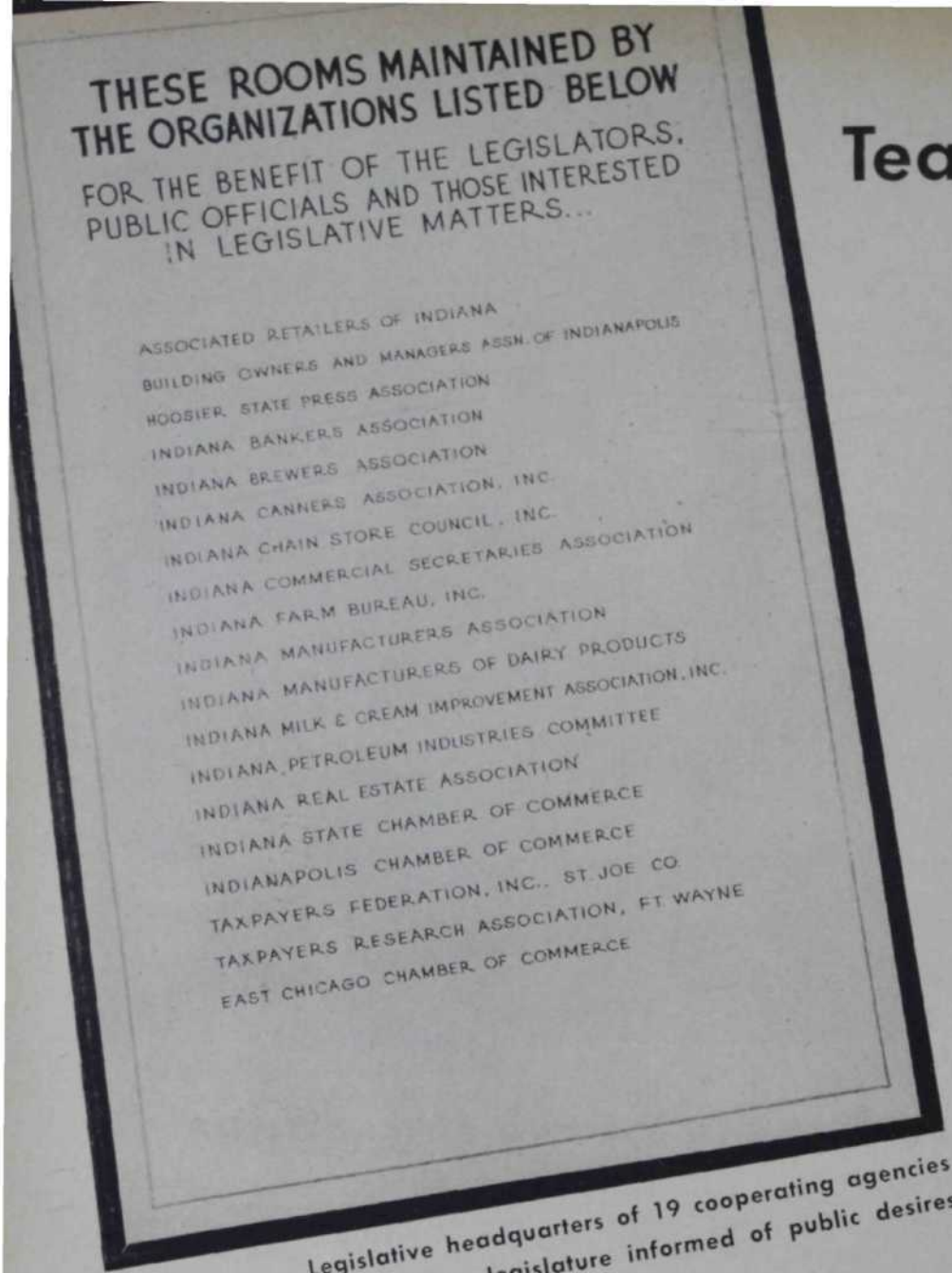
Standard protection — Capital Stock Company Insurance

The Aetna Fire Group

HARTFORD, CONNECTICUT

Aetna Insurance Co. • The World Fire & Marine Insurance Co. • The Century Indemnity Co. • Piedmont Fire Insurance Co. • Standard Insurance Co. of N. Y. • Standard Surety & Casualty Co. of N. Y.

Teamwork on the Wabash



Legislative headquarters of 19 cooperating agencies kept Indiana legislature informed of public desires

IT'S TOO early for anyone to shout "Eureka" but some of the straws that blow in the wind along the banks of the Wabash suggest that Indiana business leaders, cooperating with farm representatives, may have hit upon a formula to create an effective and united fighting front for business interests.

Although the "how" of this development in cooperative teamwork is surprisingly simple, the recently-closed 1943 session of the Indiana General Assembly affords proof that it works. At that session, 19 business, farm, real estate and taxpayers' organizations jointly maintained a legislative headquarters, and held a continuous series of conferences and meetings at which the teamwork was planned.

Behind the Indiana formula was the sound conclusion by leaders of groups representing the various segments of economic life that they had many definite arcs of agreement. They decided, where there was agreement, they could cooperate to their own and the general public interest without prejudicing their individual positions on issues on which they disagree—that they all were sincere, trustworthy persons who need not fight each other all the time simply because they had to disagree sometimes.

The encouraging feature was that, as staff executives, officers and members of the various organizations got together, they found more and more things on which they could agree and fewer things on which they disagreed.

Insofar as the business viewpoint is concerned, the first sphere of cooperation is among the strictly business and trade organizations. Here it was found that about all that was needed was a workable coordination. This is supplied in the main by a strongly staffed, aggressive State Chamber of Commerce, which has accepted the primary responsibility of representing business in the broad fields of taxation, social security, labor relations and the home front war effort.

At the same time, it is understood that local business groups and statewide trade associations shall take the lead in matters of special interest to their respective groups or in which they are particularly expert. By exchange of information and mutual agreements as to procedure each group tries to help the other to the extent that individual policies permit.

The second sphere of cooperation is broader—encompassing farm groups, homeowners' and property taxpayers' organizations, and groups representing consumers and the public generally, as well as the business organizations. Here was found much in common, because all are interested in economy and efficiency in local, state and federal government; in helping in the war effort; in maintaining sound principles and procedures in the nation's social security program; in achieving equity and fairness in labor relations. Among these groups, the arc of agreement was far larger than the arc of disagreement.

The other fellow's view

THE third sphere of cooperation is less formal but, nevertheless, effective in many matters. On specific problems it brings around the conference tables representatives of all groups interested in the particular problems—labor, farm, business, public officials, political party leaders, or school teachers. Out of such conferences usually comes a full understanding of the "other fellow's" viewpoint—and often a meeting of minds on a course of action.

In each sphere, the effort has been to work with and to help public officials and legislators in formulating policies.

Part of the "working together" mechanics are well blueprinted and constantly operating—other parts are spur-of-the-moment affairs fitted to the immediate situation.

The Indiana State Chamber of Commerce serves as a coordinating agency for 103 local chambers of commerce. In addition, some 30 state-wide trade and professional associations join with them in "working together." Other phases of teamwork are accomplished through a group known as the Indiana Tax Study Committee, whose chairman is Hassil Schenck, president of the Indiana Farm Bureau, Inc. This Committee, which has been functioning for four years, devotes itself primarily to tax problems.

When the state legislative session opened, the Tax Study Committee had ready a list of recommendations on tax questions to which all participating groups were able to subscribe and most





Owing to the character of the information contained in this war accounting portfolio, it is not for general distribution. It is available for review, through local Burroughs offices, to industrial and government officials directly concerned with war accounting.

WORKING TOGETHER TO SAVE TIME AND CONSERVE MANPOWER

In war industries, camps, depots, bases and government offices, Burroughs systems and installation men have been working with officers and executives responsible for setting up practices that save accounting time and conserve clerical manpower.

Because of their wide experience with industrial accounting and government accounting, Burroughs men know how to correlate both, and how to apply to them the speed and efficiency of figuring and accounting machines.

In the course of this work, detailed information has been compiled—information that describes and illustrates practically every war accounting procedure. It is available for review by responsible officials who need to handle vital accounting with the greatest possible savings in time and manpower.

BURROUGHS ADDING MACHINE COMPANY • DETROIT, MICH.

MANUFACTURING FOR WAR

The manufacture of aircraft equipment for the Army Air Forces, and the manufacture of Burroughs figuring and accounting equipment for the Army, Navy, U. S. Government and the nation's many war activities, are the vital tasks assigned to Burroughs in the Victory Program.

Burroughs

Figuring, Accounting and Statistical Machines ★ Nationwide Maintenance Service
Carbon Paper, Roll Paper, Ribbons and Other Office Machine Supplies

of which, because of the unified support behind them, readily became law. On some tax questions on which those participating in the Tax Study Committee were unable to agree, the individual groups went their own ways.

The legislative headquarters in an Indianapolis hotel served as an information center for participating organizations, legislators and the general public. Meetings for local chamber of commerce secretaries from over the state were held on Monday evenings while the State Chamber sponsored Tuesday breakfasts for any and all groups. There reports were made on pending legislation and group conferences on special subjects were held.

"Bugs" are working out

TRUE, the plan does not always run smoothly. It sometimes stumbles over individuals who want to sing solos, negativists who are against everything, and those who claim the right of secession when they cannot enlist the support of all the others in their pet schemes. But these expected obstacles are being overcome.

Aside from the teamwork idea, one of the basic principles is that work shall be divided up so that the group with expert knowledge assumes leadership on any particular subject. Experience has taught that, when a particular viewpoint is being advanced on a controversial subject, there is no adequate substitute for facts and thorough understanding.

While the "working together" program emphasizes planning and facts, and plays down political pressure, the participants nevertheless recognize that several combined groups can cause more responsive vibrations in legislators' ears than any group can singly.

In the final analysis, the objective which the Hoosier proponents of "working together" are trying to attain is full, effective understanding and acceptance of the theme expressed by Louis Ruthenburg, Evansville, President of the Indiana State Chamber of Commerce, in a pamphlet, "A Commentary on Farmers, Labor, and Industry."

"The economic fortunes of American farmers, American industry, and American labor are irrevocably joined together. When one of these groups enjoys prosperity all three groups prosper. When any one of these groups suffers adversity, the other two must suffer in like degree."

The Soldier Buys at the PX

(Continued from page 27)

buy bread and meat and canned goods and take them home to his family at a considerable saving. Nowadays he must comply with the points system like all the rest of us. The PX's suffer from food shortages along with the civilian stores.

There are nine main Post Exchange services in the United States, corresponding to the nine regional commands under as many generals. These serve the many smaller exchanges in the nine regions. Each PX is under the control of the commanding officer of the camp, post, or station. This officer has authority to set up a Post Exchange or refuse to set it up. A C. O. who might be allergic to the system and therefore refuse his permission would, however, find himself in hot water up to his neck. The high command would want to know all about it. On the larger encampments there are many secondary Exchanges, which serve the men within a reasonable walking distance, because the Exchanges are soldiers' clubs as well as stores.

Each Exchange buys what the soldiers call for, without regard to what other regions may demand. The major items are candy, chewing gum, cigarettes and other tobaccos, writing paper—the men write more letters than they receive, which seems a pity—soap, shaving creams, razor blades, magazines, soft drinks, and 3.2 beer. Sweaters, bathrobes, bed linen, card cases and gun cleaners are often to be found. Films are developed, pocket size paper bound novels have a big sale, ice cream sodas go by hundred quart lots, and, on the larger posts, there are gasoline stations, garages, restaurants, laundries, tailor shops, shoemakers—although the Army has its own shoemakers by the thousand—watch and radio repair specialists, and even Turkish baths. In the huge Pentagon building, which houses the War Department—it cost $75,000,000—there is a 15 chair barbershop.

Everything for soldiers

SEVERAL privately owned magazines are apparently prosperous from the advertising they carry for the PX business. One at least is printed on slick paper, contains about 300 pages, weighs about two pounds, and offers everything from flashlights to hockey sundries. A soldier's pay is usually loose in his pocket.

One of the complaints of the civilian dealers has been that the Post Exchanges had an A-10 priority, which gave them what the storekeepers considered an unfair advantage. General Byron voluntarily did away with this except on such essentials as candy, tobacco, cleaning material and toilet articles. "Special orders," which enabled the soldier with money hot in his khaki to run through a mail order catalogue and buy up to his limit have been abolished, too.

A Central Purchasing Agency in New York buys articles not handled by the Quartermaster Corps, the overseas units are permitted to get what they can from the local markets and, in Hawaii, warehouses are provided with stocks to meet the considerable immediate needs and a backlog for sudden expansion. Under agreements worked out by the Central

The NATURAL INDUSTRIAL CENTER of the WEST

"DISTRIBUTION? Here on page 8"...

THIS SPECIAL SURVEY prepared particularly for us by Metropolitan Oakland Area covers that point thoroughly. Our postwar factory would be located at the most favorable point for low-cost distribution...

"With a market of 1,750,000 within a radius of 50 miles...midway of the other big markets of the Pacific Coast and the Eleven Western States.

"AS MAINLAND TERMINUS of three trans-continental systems, ample rail connections are assured. Economical truck deliveries over the thousands of miles of paved highways that center there.

"And as soon as the war ends, Metropolitan Oakland Area's huge municipal airport will greatly expand air express and freight service.

"Raw materials at easy shipping distance; abundant hydro-electric and steam power; low-cost electricity, natural gas and fuel oil; mild climate with no shutdowns due to bad weather are some of the other points covered. It's an amazing factual report, sir."

"You seem enthusiastic, Frank."

"Yes sir, I am! It will pay you to report every word of this Special Survey, Mr. President."

As preparation for postwar development, why not ask us to prepare a Special Survey to meet the exact requirements of *your* company?

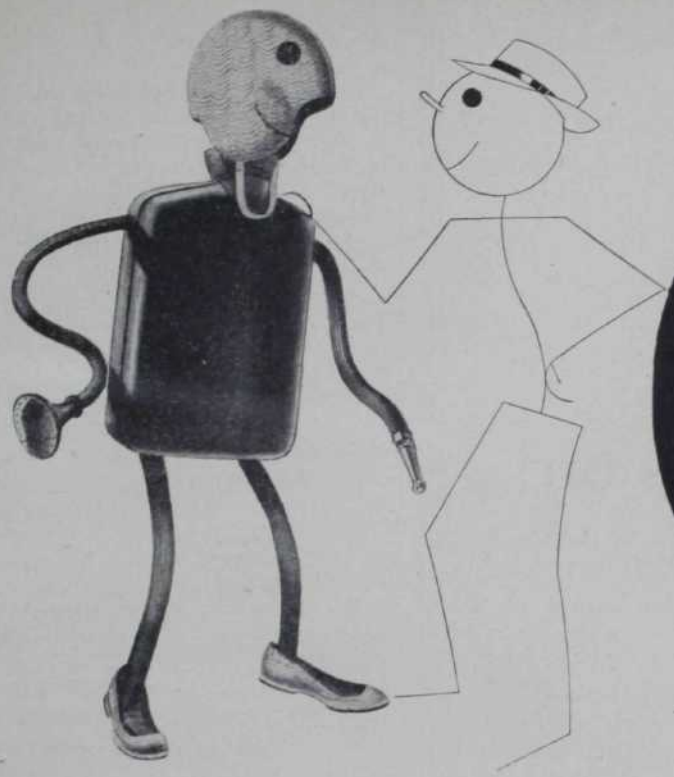
METROPOLITAN OAKLAND AREA
389 Chamber of Commerce Building,
Oakland, California

2314



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CALIFORNIA

ALAMEDA · ALBANY · BERKELEY · EMERYVILLE · HAYWARD · LIVERMORE · OAKLAND · PIEDMONT · PLEASANTON · SAN LEANDRO · RURAL COMMUNITIES OF ALAMEDA COUNTY



WE HAVE THIS TO SAY ABOUT RUBBER

We are *not* thinking about whether you have an A card or a C card.

We *are* thinking about whether you are an Imagineer.

If you are that kind of man, you are already pondering how you are going to create your share of the millions of jobs that are going to be needed after the war.

You are remembering that the supply of all kinds of rubber is going to hit astronomic figures after the war.

You are observing that new chapters in rubber technology are being written every day by the very war necessities which preclude civilian uses.

And you shrewdly sense that the whole economics of rubber is undergoing great change.

So you are planning to take advantage of this new set of conditions in that new postwar product of yours.

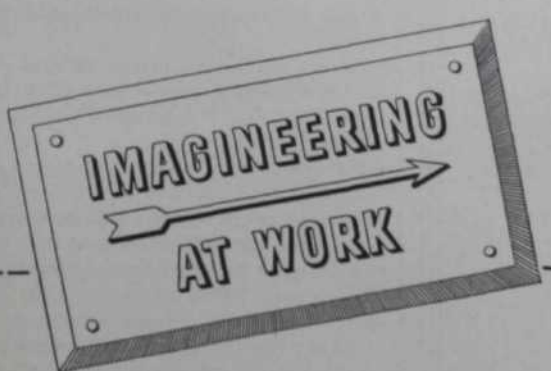
Of course you are. That's Imagineering.

Now please insert the word *aluminum* every place you read *rubber* in the foregoing. And then permit us to ask whether you are also planning to take advantage of Alcoa Aluminum supply, and technology, and economics, in that new postwar product of yours, that product you are going to make postwar jobs with.

We make bold to keep talking about postwar, exactly because we, in company with all industry, are producing at top speed in order to make war a thing of the past. It is our job. We know no other.

But we are Imagineering for the future in our eighth day of thinking time. We mean to make Alcoa Aluminum make jobs.

ALUMINUM COMPANY OF AMERICA, 2125 Gulf Building, Pittsburgh, Pennsylvania.



Alcoa Aluminum



...but the fight goes on!

A new flag flies over the Maumelle Ordnance Works at Little Rock, Arkansas.

It is the flag of the Army-Navy Production Citation for Excellence.

To us... the workers, engineers and executives of the Cities Service Defense Corporation who built and operate this plant for the Government... that flag is more than an honor. It is a symbol of our continued responsibility to a nation at war.

"Your achievement is one of our best assurances of ultimate victory," writes General L. H. Campbell, Jr., Chief of Ordnance.

Those are words of high praise. But the fight goes on . . . and until the fight is won, we of Maumelle and the men and women of the entire Cities Service organization will bend every effort to produce more, and MORE, and STILL MORE for the fighting Armies of America.

That, as we see it, is our job. That job will be done.

MAUMELLE ORDNANCE WORKS

CITIES SERVICE DEFENSE CORPORATION

Little Rock, Arkansas

Purchasing Agency, local Exchanges may buy direct from manufacturers at agreed-on prices, or locally from factory distributors or wholesalers. And it is cash on the nail for everything.

In effect, the Army Exchange Service conducts a gigantic string of chain stores. The out-moded post canteen service was about everything it should not have been. The canteens were often rough-walled, inside and out, fly-ridden, with plank counters and dirt floors. Often prices were higher than in the stores outside the post. The post traders were controlled and protected by the Army but were not of the Army. They gave usurious credit, some traders smuggled in whisky, and a short-card player could be found in a back room here and there.

In 1895 this canteen system gave way to a plan by which company exchanges were permitted under the supervision of the "officer in charge." They were as independent of each other as so many hogs on ice. The officers detailed usually knew nothing of business. Buying, selling, and accounting were conducted by guess work.

"No one will lose"

THE SERVICE which came into being in 1941 is completely business-like. A training school was set up at Princeton where officers were instructed in the business of storekeeping. At first many of the inducted officers were men who had been trained in the highly competitive chain store school, but since January 15, 1943, commissions have not been issued to men taken from civil life. In many cases physical defects had been waived to get men who knew their business into the service, but nowadays an A.E.S. officer must measure up to the Army's exacting standards.

In the old days company Exchanges were sometimes financed on the stock company plan and no control over the profits was exercised. Nowadays the initial funds required may be borrowed from the Defense Supply Corporation, a subsidiary of the R.F.C., and the Army Service Exchange collects a fee of one-half of one per cent on the gross business of both the domestic and the overseas exchanges. This covers the inconsiderable overhead and provides a fund against emergencies. That was an emergency in the Philippines, for instance, and the islands' PX's lost everything. The loss has been made up:

"No one will ever lose a cent in the Army Exchange Service," said General Byron.

Most of the business is done in the smaller Exchanges of the soldiers' club type. The few Exchanges which are operated more along department store lines are highly necessary but the gross business and profits are less. The five per cent profit minimum is maintained by mark-ups in price and by varying the articles to suit the varying tastes of the buyers. The same rule in reverse keeps the profits down to 7½ per cent.

Each Exchange reports first to the commanding officer of the post and sec-

Main Street *goes to war!*



This once peaceful town is fighting mad. And it's putting in the kind of punches that win! Doc Baxter's son has won the Distinguished Service Cross . . . George Jensen has downed his first Jap plane . . . Sally Iverson is off to join the Waacs . . . Walt Willis is working in a bomber plant. Everybody's in it . . . fighting, working, buying War Bonds.

And that smiling, young soldier on his way to the bus station . . . *that's Jimmy Jones!*

With his girl's picture tucked in his pocket and some of Ma's fanciest home cooking under his belt, Jimmy is heading back from furlough. He is going back the same way he came . . . the way that "joined him up." Like the others from his town so much in the war, he depends on buses to get him where he's going.

And every mile he travels by intercity bus, Jimmy sees the power of America moving into the war. For to all the men in our training camps, to 70 million Americans who live in small towns and on farms, and to millions of others everywhere, bus service is irreplaceable. It's the transportation they know and count on.

And the bus lines will never let them down! Night and day, these highway Task Forces roll between the thousands of small town Main Streets and the big city Broadways . . . moving manpower to war plants and shipyards . . . carrying the majority of inductees to induction centers . . . serving our military bases and training camps . . . bringing help to farms along the highways . . . meeting the ever growing needs for essential military and civilian travel...*684 million passengers in 1942!*

This flow of manpower by highway *must not be slackened.* Bus transportation *must* be kept strong and equal to its tasks. And to the utmost limits of available equipment and the carrying capacity permitted by present speeds, the bus lines are concentrating on their wartime job . . . *keeping 330 thousand miles of highway at work for victory!*

★ ★ ★

Many thanks to you, our passengers, for accepting unavoidable inconveniences with a smile, for planning trips in advance, avoiding week-end and other peak travel periods, and taking as little baggage as possible. Your cooperation is helping us immensely in our wartime job.

MOTOR BUS LINES OF AMERICA

NATIONAL ASSOCIATION OF MOTOR BUS OPERATORS, WASHINGTON, D. C.



FOR OWNERS OF MULTILITH DUPLICATORS

EASILY prepared — DUPLIMATS are as easily handled by typists as any sheet of ordinary paper. Nothing strange or mysterious to learn. Type on them, write on them with pen and ink, draw on them with crayon pencil, brush or ruling pen. Use drawings, maps, graphs, ruled tables, sketches, cartoons—almost anything you can put on paper. In case of error, erase and correct as you do on other paper.

Simple, quick, economical—and every copy is an actual facsimile of the master.

In addition to the use of these new DUPLIMATS, there are other ways to increase the services of your Multilith and Multigraph equipment. For more ideas, send for a trained Multigraph representative. Call or write nearest Agency, or write—

MULTIGRAPH DIVISION
ADDRESSOGRAPH-MULTIGRAPH CORPORATION
CLEVELAND, OHIO

Multigraph and Multilith are trade-marks registered in the United States Patent Office

ond to the headquarters of the Exchange Service. The profits go to the moral and physical betterment of the men on the post. The Chaplain's Fund gets the first dividend which varies in amount according to the Chaplain's needs, and the needs in turn vary according to circumstance. It is surprising how many calls a Chaplain has for money and how efficiently he makes the dollars work. The post band gets an unvarying five per cent, because no one appreciates music more than a soldier.

The recreation fund is spent for the general good of the outfit. It may go for flower gardens—vegetable gardens are not in high favor because the men get more spinach than they can eat anyhow—or prizes for anything from rifle scores to amateur theatricals or books and magazines. Any residue is prorated among the units buying at the Exchange.

Each Exchange is under the care of a council of from three to five officers appointed by the C.O. A branch Exchange officer is the liaison between the PX and the post commander and each Exchange is under the direction of a trained officer. The employees, male or female, are civilians and are paid the wages prevailing in the locality.

A temperate army

REPORTS by investigators sent out by the Office of War Information show that the American soldier is a notably temperate person. When he arrives at a post, fresh from induction, he is tired, homesick, a bit worried about what may be ahead and what may be happening at home. If he is a drinking man he may take a few drinks. As soon as training starts he abandons most of whatever drinking habits he may have, because he is too busy during the day and likely to be too tired at night. No hard liquor is sold on any post, although 3.2 beer is permitted at the discretion of the commanding officer.

The one camp which enforced strict prohibition had a relatively high percentage of misdemeanors, but in other camps where Post Exchanges were operating with 3.2 beer the men were extraordinarily well behaved. In one carefully controlled survey of the enlisted men of two combat divisions it was found that 57 out of every 100 drank nothing alcoholic, 34 drank only beer and only nine drank whisky. Coffee, milk, malted milk and soft drinks are the favorite beverages in the order named.

The men are not slaves of habit, though. They may shift overnight from milk shakes to ice cream sodas and no one yet has been able to discover why.

Testimony to the value of advertising is the fact that the men always ask for the items they have seen in the colored pages of the American magazines. On many of the posts records show that every man bought something in the course of the month. On at least one post the average spending was $20 a month.

"They've got to have some fun," said one officer. "Pay day money is hot."



Making
QUALITY AND QUANTITY MEET
in the Manufacture of Pratt & Whitney Airplane Engines

IN A SINGLE Pratt & Whitney engine there are over six thousand individual parts. Each must be manufactured with infinite care—held to extremely fine limits of precision. . . . In this war emergency there is urgent need for great numbers of these engines. They must be built in volume—*and quickly!* . . . Chevrolet "know-how" is *making quality and quantity meet* in the manufacture of Pratt & Whitney engines, just as it is doing in the case of many another war product.

. . . Chevrolet is turning out *VOLUME FOR VICTORY!*

CHEVROLET DIVISION OF GENERAL MOTORS

BUY WAR AND U.S. BONDS STAMPS

BUILDING ARMS THE QUALITY WAY—*FOR QUALITY MEANS LIVES TODAY!*

How Industry locked the doors on *Enemy Agents*



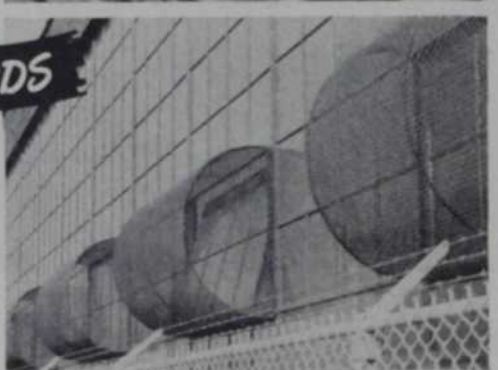
...with sturdy FENCE

Industry has long used steel fence to prevent damage by marauders, firebugs and thieves. And so, when war broke out, America's war plants were well prepared with good, tough Cyclone Fence to meet the new threat of saboteurs. As new war plants sprang up, steel fence was constructed around them to provide a "ring of steel" against enemy agents.



...with guarded GATES

You show proper credentials, or you don't get in. All entrance and exit is confined to guarded gates, where watchmen can stop questionable persons—can check on materials carried into or from the plant. Gates between parking lots and the plant building itself give a final check-point to prevent the possibility of sneaking harmful materials in or valuable plans, tools, or dies from the plant.



...with window GUARDS

These rugged steel window guards plug a potentially dangerous leak in the plant protection—the possibility of having some one inside the plant pass valuable information or materials to a confederate outside. Sections of similar mesh can be used to enclose vital areas within the plant—to safeguard power control equipment, secret plans, or valuable tools and dies.

IS your plant protected in these three important ways? If not, perhaps just a few feet of fence or a few window guards may make the difference between trouble and security.

Demands for Cyclone Fence and Wire Guards are heavy, and supplies are limited. But if you are making war goods and have proper priorities, we can provide the materials you need to tighten up your plant protection. We'll help you plan your fencing and give you a free estimate.

CYCLONE FENCE DIVISION
(AMERICAN STEEL & WIRE COMPANY)
Waukegan, Ill. · *Branches in Principal Cities*
United States Steel Export Company, New York

CYCLONE FENCE

UNITED STATES STEEL



Clip this coupon—and send it to:
Cyclone Fence, Waukegan, Ill., DEPT. 553
We'll send you our free, 32-page book on fence. It's full of facts, specifications, illustrations. Shows 14 types of fence. Before you choose any fence for your property, get the facts about Cyclone. Mail this coupon today.

Name.....
Address.....
City..... State.....
Interested in fencing: ☐ Industrial; ☐ School; ☐ Playground; ☐ Residence. Approximately.....feet.

One Stop . . .



POST-WAR department stores may show sample houses, simplify home-buying technique for customers

"HOUSE department? Third floor, to the left as you leave the elevators, just beyond the Junior Miss Shop."

That's not a department store floor walker's dream. The directions led to a scene where a new idea was at work, the idea of F. Vaux Wilson, Jr., who reasons: "Department stores sell everything that goes into a home—why shouldn't they sell the home itself?"

G. Fox and Company, leading merchants in Hartford, Conn., thought it might be a pretty good idea. They decided to find out by trying it. There were doubts as to how the customers might react.

Then came its opening day. The store was packed. Patient sales persons explained, and explained again, that actually there were no homes to be sold at the moment. There was a war, they pointed out, and priorities. But that didn't stop the home buyers. That first day, G. Fox and Co. took 39 orders for homes—to be delivered after the war.

Since then two New York department stores have added home departments and, according to Mr. Wilson's plans, a new department will be added to many principal department stores.

It was the war that gave Mr. Wilson his idea. He is vice president of the Homasote Company, in charge of sales. Hostilities interrupted his normal business of distributing his company's product, Homasote board, to the building industry. Homasote went to war.

Instead of releasing the salesmen, Mr. Wilson called them into the home office in Trenton, and sent them to school to learn how to broaden the Homasote market. Their first school room project was to build a house, utilizing Homasote wherever possible and including all the building problems they could think up.

The house was to be fully demountable, built on a scale of one quarter of full size, on a sound floor plan and attractive inside and out. There were to be four bedrooms, seven rooms in all.

"If you can build a house like that, incorporating every tough problem you can think up, you can build anything," said Mr. Wilson when he saw the plans.

When he saw the house he developed his merchandising plan.

Under the Homasote plan department





A Bug as Vicious as a *Bomber*

HE STRIKES in the dark—the firebug. He starts fires for spite or pay or just to see them burn. Then hides . . .

Two days . . . Three—since he set that flame. A week now . . . he must be safe . . . Ten days . . .

And then two officers nab him. A State's attorney leads the jury thru the crime . . . how—why—who! Another bug has started his last fire!

Today, every fire helps the enemy, no matter who starts it. But quietly, Capital Stock company fire insurance has thrown into America's defense its own army of arson fighters—experienced investigators skilled in helping the authorities put firebugs behind bars before they fire *your* factory or home!

By guaranteeing investors against loss by fire, insurance helped build the industries which are civilization's last bulwark. And Capital Stock company fire insurance stands ceaseless guard over what it helped to build!

Voluntarily—at their own expense—Capital Stock companies supply local authorities with detailed, individually surveyed "blueprints" for guarding industry and homes against burning . . . prepare and distribute authentic *free* guides and self-inspection forms for safeguarding homes, businesses and lives . . . employ hundreds of experts to help industries and government reduce hazards to vital plants and materials . . .

For home, automobile or business, get double-duty Capital Stock company insurance that pays you if fire strikes . . . and actually helps keep fires from starting. Learn more about it from the agent who displays the emblem below.

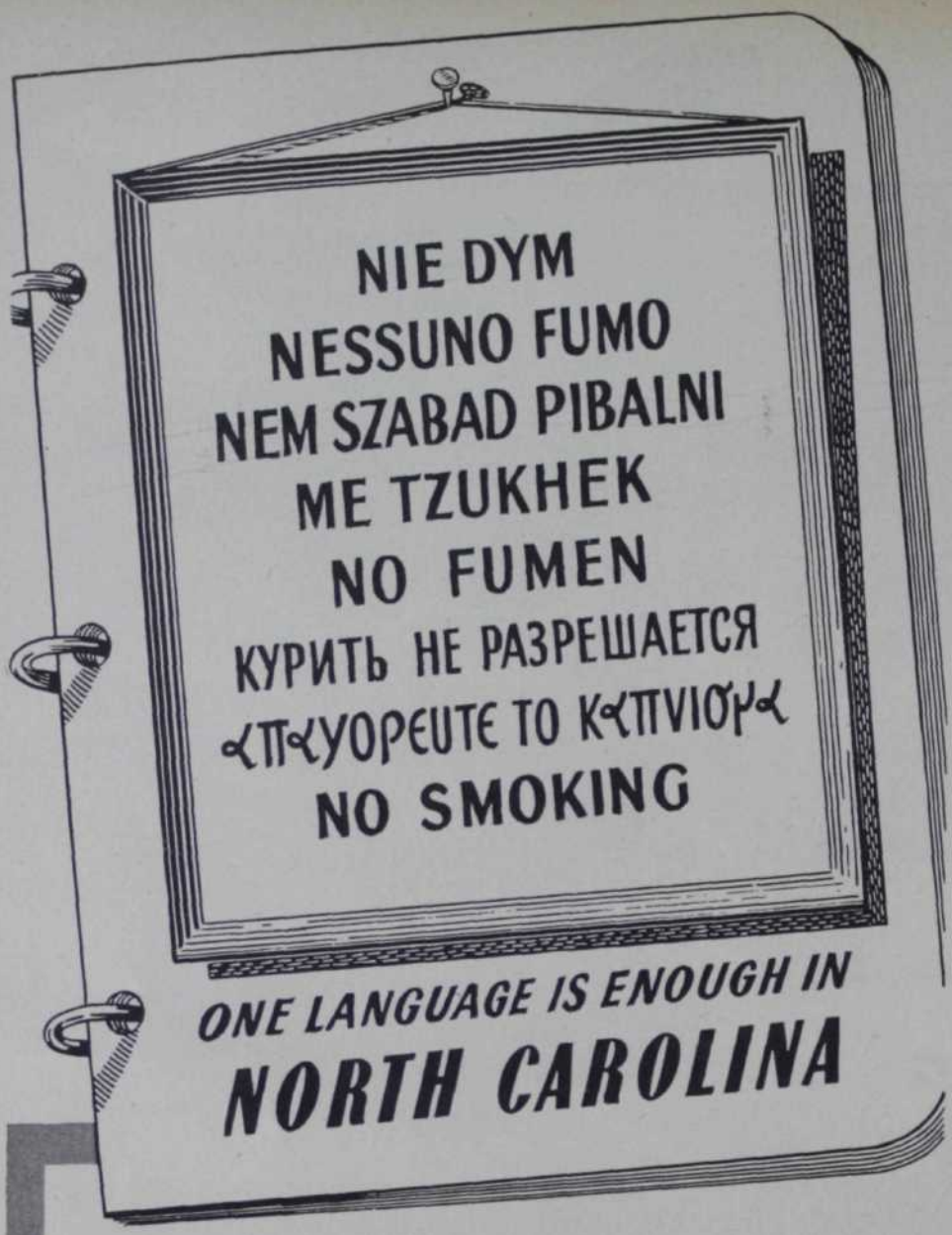
THE NATIONAL BOARD OF FIRE UNDERWRITERS

Est. 1866—Maintained for public service by 200 capital stock fire insurance companies

85 JOHN STREET, NEW YORK

CAPITAL STOCK COMPANY INSURANCE
Standard protection

INVEST IN AMERICA · BUY WAR SAVINGS BONDS REGULARLY



WHICH is simply another way of saying that workers in North Carolina are 99% native-born, loyal Americans . . . willing, efficient, intelligent and cooperative. The supply is ample to take care of new industry moving to North Carolina.

Raw material resources are vast and cover a wide range of industry, including mineral, chemical, plastic, woodworking, textile, food processing, ceramic.

North Carolina's strategic location — outside the congested areas, yet close to major centers — affords economical production plus efficient distribution with least burden to the nation's over-loaded transportation system. Production costs are further reduced by year-round mild climate. Ample power is available. North Carolina is in a sound financial position. The tax structure appeals to business men.

Establish part of your production in North Carolina now. It will fit ideally into your postwar plans. Write today for specific information, engineered to your field. Address, Commerce and Industry Division, 3087 Department of Conservation and Development, Raleigh, North Carolina.

NORTH CAROLINA

stores needn't build houses, any more than they need to build any other product they sell.

They just let the customer make his selection, and turn the order over to a local builder who will, when priorities permit, build the house on the buyer's site according to the Homasote Construction Plan.

"In the meantime," says Homasote, "the buyer will receive bulletins on the developing housing practices, and be kept abreast of up-to-the-minute trends. The big point is, buyers will be thinking of and planning their homes down to the last detail, and construction can start an hour after the war restrictions are lifted."

Meanwhile, the home buyer may be paying for his home. Persons who had never been able to save enough for a substantial down payment, may make monthly payments now, and be financially ready to go ahead with construction the day war ends.

Basil Outerbridge, Homasote president, has studied financial possibilities. The practices followed in paying for department store-sold homes may vary in different localities, he thinks.

One idea—perhaps the ideal arrangement—is acceptable to many bankers, according to Mr. Outerbridge.

Under it the buyer could select his home, his home equipment and all the furnishings and decorations, and pay for them all on a single loan.

Such a single instrument probably would enable the purchaser to pay for his furnishings, decorations and equipment during the first year or two and cover the balance of his property during the rest of the loan's term.

So the buyer could make a one-stop purchase, and pay for it in one account.

Post-War Problem No. 1

(Continued from page 22)

for refusal to pay after the shooting was over.

Executives agree also that the accounting problem should be studied carefully now; that the Government should not wait until the settlement day.

Many executives regard prompt removal of Government-owned facilities, unfinished products and materials as close to financial settlement in reconversion importance because war work, finished or not, must be out of the way before peace-time work can be set up.

The speed with which these things are handled not only will determine the speed with which peace-time production lines and jobs are got under way—it also will have an important bearing on competitive relations.

Alfred P. Sloan, chairman of General Motors Corporation, has said that it will be three or four months after the war ends before automobiles can be produced—and these would be 1942 models.

Government delay in freeing one plant's finances, or its facilities, would endanger that plant's competitive position in the automobile or any other line.

In his report on a study of contract termination prospects, Allen Temple, a vice president of the National City Bank of New York, expresses the opinion that producers who have changed their facilities extensively to produce war goods will be particularly affected by reconversion problems:

Unless they can begin reconversion as soon as their war contracts are terminated and proceed rapidly to normal operations, this great section of the country's industry will stagnate, and the effects on employment will be multiplied by the depression of industries which supply these plants with parts, materials and supplies.

Although the Government has financed much plant expansion, most contractors have put some of their own resources into new facilities. The result is that, in many cases, most of their pre-war working capital plus their retained earnings is represented on their balance sheets by increased inventories, receivables, or plant accounts instead of cash and, as a rule, borrowing from banks or the Government has been necessary to help provide for tax payments and maintain working balances.

United States Steel Corporation records demonstrate the sharp contrast between the two war periods. In 1916, the Corporation's peak profit year of the first World War, gross business totalled $902,300,000. Surplus, put away for future needs, was $201,800,000.

Last year United States Steel's total business was $1,866,000,000, more than double the 1916 figure. But the amount set aside for future needs fell to $11,800,000, approximately one-seventeenth of the 1916 surplus.

Billions of dollars' worth of war equipment was produced under "informal contracts"—letters, conversations, incomplete contract forms—in World War I.

With peace, the War Department refused to honor claims based on "informal contracts," and the Treasury held that such instruments were illegal.

Claims rejections totalled $1,500,000,000 at the war's end. The instruments on which they were based became known as "Bevo contracts"—named after a prohibition beer.

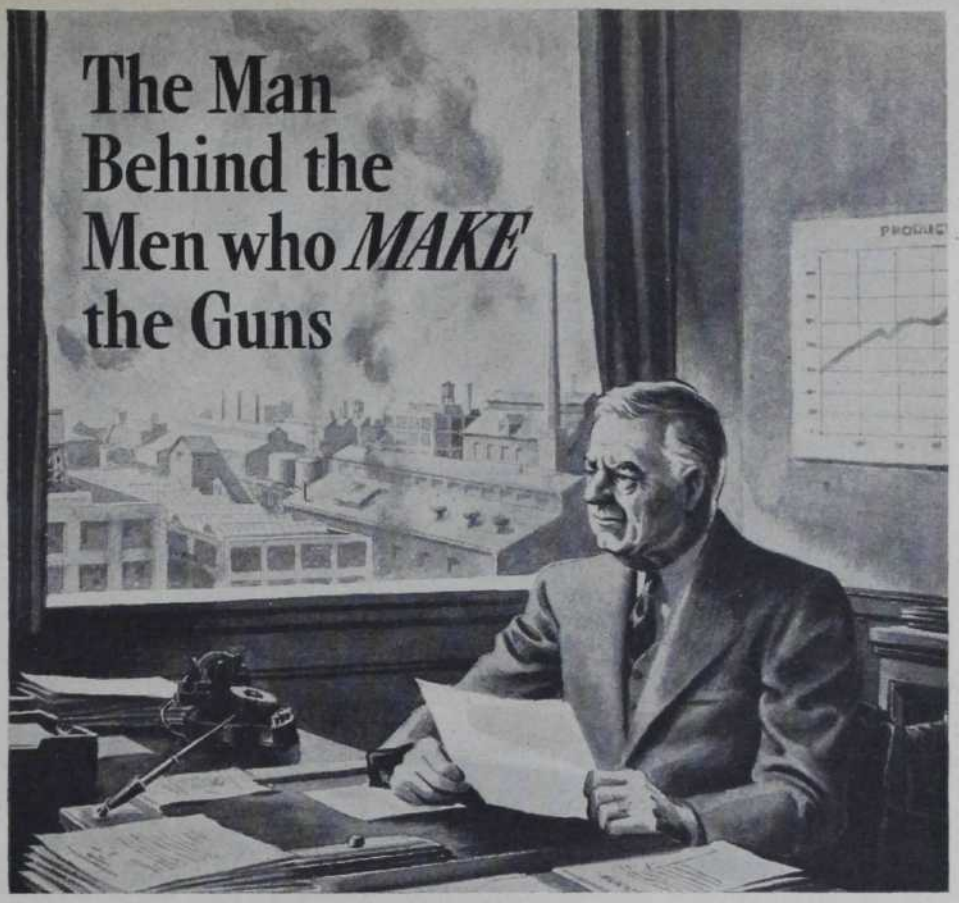
In many cases, the failure to meet legal requirements was the fault of the Government.

"For example," writes J. Donald Edwards in a Bureau of Labor Statistics report, "the contracting officer representing the Government delegated to his assistants the signing of contracts, whereas the law specified that the officer must sign all contracts himself.

"Such violations of the letter of the law were not important during the war. Finished goods were paid for then.

"After the war, however, the Government enforced the legal technicalities."

On March 2, 1919, Congress approved the Dent Act, which authorized the Secretary of War to adjust "Bevo" claims. The Secretary delegated this authority to the War Department Claims Board.



Executives don't get medals, though they are rendering distinguished services to their country.

Their battle is in the field of production, and the financial strategy that makes it possible. Their tactical problem is to marshal their companies' resources and make available, for greater production, every possible foot of plant capacity, and every dollar of capital.

They are the men behind the men who make the munitions and supplies for the fighting fronts . . . who carry on with essential civilian production.

If your company is in need of more working capital now, because of recent tax payments, heavy inventories, to finance current production or to qualify for new government contracts, let us show you how Commercial Credit financing can help you.

If your need involves financing a government contract, substantial advances can be made *without liability* to you.

Whatever the condition, whether you require thousands or millions, we believe it possible to engineer a plan that will solve your problem with profit to you, and without red tape or restrictions on your management.

Commercial Credit Company

Baltimore

Subsidiaries: New York Chicago San Francisco Los Angeles Portland, Ore.

CAPITAL AND SURPLUS MORE THAN $65,000,000

Interesting color charts of ARMY, NAVY and MARINE insignia free on request.

This motor got on the job



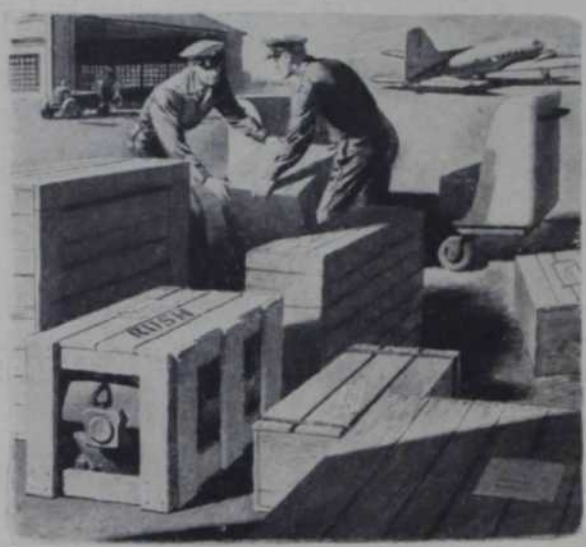
"Rush new motor Air Express" was the order a supplier received at 9 A.M. Ready for pickup at 10, it was taken to the airport, flown hundreds of miles to destination . . . and installed on a vital war job that same afternoon.



This motor was delayed



Shipments ready for morning pickup but held for "late afternoon" routine, may be subject to delay. Heavy, peak-hour traffic may keep them grounded until a midnight or early morning plane.



For FASTEST delivery-Air Express!

To move emergency parts and critical material at 3-mile-a-minute speed, Air Express is on the job around the clock—not only on the home front, but working hand in hand with Army and Navy Air Transport services to supply our fighting fronts throughout the world.

You can help us give you the most efficient service in two important ways: SHIP EARLY—as soon as shipment is ready—to assure *fastest* delivery. PACK COMPACTLY—to conserve valuable space. Get our handy "Shipping Estimator" for finding costs and transit time. Write Dept. PR, Railway Express Agency, 230 Park Avenue, New York City.



AIR EXPRESS

AIR EXPRESS

Gets there FIRST

Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION

Representing the AIRLINES of the United States

The reports of the Claims Board indicate that, when it was dissolved on February 28, 1922, 98 per cent of the pending claims had been settled. Remaining cases were transferred to an assistant secretary of war. Later the War Transactions Board took them over.

The 98 per cent figure is generally accepted as applying only to the volume of claims.

Dusty old records

IN 1922, nearly four years after the war ended, the Department of Justice opened an investigation of war transactions which did not end until 1928.

Not only "Bevo contract" holders experienced long delays. The E. I. du Pont de Nemours Company had nine powder contracts when war ended. Their legality was unquestioned. The du Pont claim totalled $24,577,064.

Not until 1921 were the claims settled, and then for $19,000,000.

Settlement of Ford Motor Company claims on its tank accounts, delayed by discussions centering on government-built facilities, were not settled until March, 1920.

Three years later, the Justice Department opened correspondence with Ford concerning the settlements; and for five more years, the Justice Department and the War Department's War Transactions Section pried into the old files.

While they were investigating, a court decision in another case indicated that Ford might have had grounds for additional payments.

The statute of limitations would have prevented Ford from reopening its claims. The Government was not bound by the limitation. The Ford case was not closed until 1928.

"We'll make the rifles—you make the contracts," was the policy of Midvale Steel and Ordnance Company.

And make rifles they did—47 per cent of all those bought by the Government within the United States during the war.

With peace, Midvale's largest contract, for 950,000 rifles, was found to be a "Bevo contract."

The claim was settled two years and three months after the war ended, and after the amount had been adjusted.

Many World War I contractors were able to stand the delay and absorb the losses. Others went out of business.

Serious delay in contract settlement at the close of this war would bring strong pressure for government financing of reconversion.

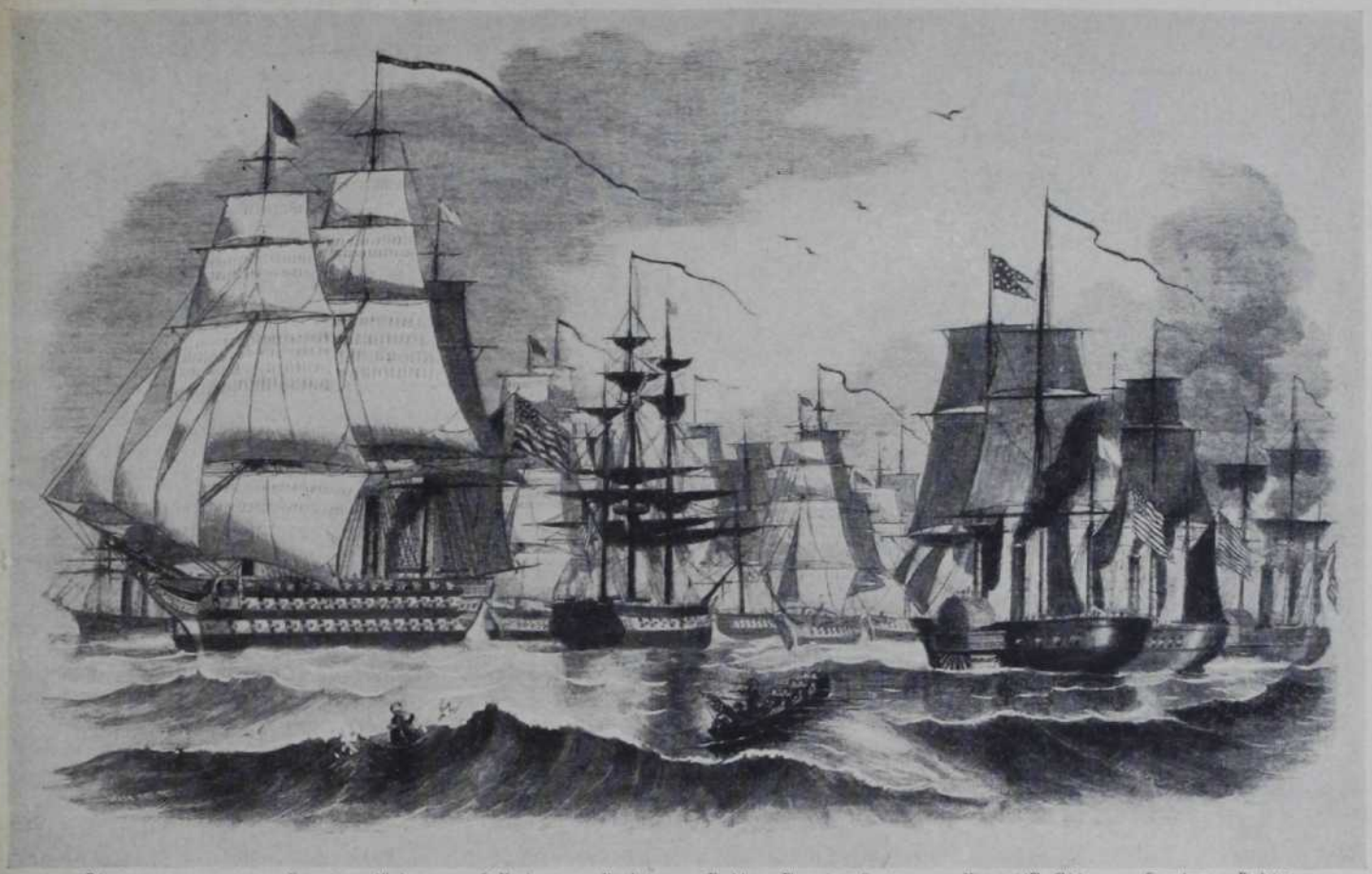
So industry's greatest debtor—the Government—would be called upon to lend it funds. Even though it were the major debtor, Government would write the terms of its reconversion loans.

Present government trend indicates that government terms would include rigid lines of control.

If that takes place, Government will have stepped into "partnership" with business, and free enterprise will become something of the past.

A single government policy—to speed settlement or to freeze industry's funds by delay, can determine the course.

☆ COMMODORE PERRY'S BATTLE FLEET OFF JAPAN IN 1853 ☆



Princeton Vermont Alleghany St. Mary's Macedonian Vandalia Plymouth Saratoga Mississippi (Flag Ship) Susquehanna Powhatan

Let's go back in '43

Just ninety years ago Commodore Perry, on behalf of our government, welcomed Japan into the society of nations. America thus struck the bonds of feudalism from a nation which has repaid that act of decency with ruthless hatred; which through the following nine decades has single-mindedly plotted the destruction of its benefactors; and which, on "a day that will live in infamy," committed its ultimate act of supreme treachery.

Now let's go back to Japan—with the only kind of message these "people" understand. Let's go back with our warships—yes and planes and bombs as well—to imprint a lesson on the Japanese mind, and on that of the other Axis would-be conquerors of free men, that they will not forget in the lifetimes of their great-grandchildren—and ours.

To help attain that most desirable end, The Home Insurance Company, having been founded in the same year as Commodore Perry's expedition, is celebrating this year its Ninetieth Anniversary by making the following additional modest contribution to the Second War Loan Drive and succeeding War Loans from April 13th, our anniversary date, to the end of this year:

All new gross premiums collected on fire and other policies that the Company writes in the period April 13th-December 31st will be invested in War Loan Bonds. These purchases will be OVER *and* ABOVE *the normal government bond purchases which the Company will continue to make.*

With the weapons of victory that only continuous War Bond buying by *all* of us makes possible—

Let's Go Back in '43!



☆ THE HOME ☆
Insurance Company
NEW YORK
FIRE ★ AUTOMOBILE ★ MARINE INSURANCE

Ninetieth Anniversary Year



Detective With Banker Caution

By LARSTON D. FARRAR

WILLIAM JOHN LOGAN, W.P.B.'s Compliance chief, would rather make a friend than a conviction, but there's a limit to his patience, as some find out

EVERY BUSINESSMAN, in one way or another, works under the possibility of an investigation by the agents of William John Logan, stern-visaged but soft-spoken director of W.P.B.'s Compliance Division, who has the thankless job of making sure that Donald Nelson's directives are more than empty words.

W.P.B. General Administrative Order No. 2-29, amended as of Nov. 18, 1942, states that "the director of the compliance division shall have sole authority and responsibility for conducting investigations and surveys relating to compliance with orders and regulations of W.P.B." Among other things, this makes Mr. Logan the only man who has such authority, or can delegate it.

Sitting today in the very office where Bernard M. Baruch sat as chairman of the old War Industries Board, Mr. Logan is applying some of the Baruch kind of sound understanding of human nature to his specialized work. Although he has been in Washington five months, he has never issued a public statement saying he is going to "crack down!" Chances are you never have seen his name in the paper.

In one of W.P.B.'s essential jobs Mr. Logan has plenty of authority and plenty of men. Besides his 100 employees in Washington, there are 700 members of his staff in the 12 regional offices and 59 district offices of W.P.B. He has jurisdiction throughout the nation.

He also has authority to call on the thousands of agents in the enforcement divisions of the F.T.C., the Wage-Hour Division of the Department of Labor, the Social Security Board, the F.B.I. and any other government agency that has "policemen without uniforms." As yet, he has never mobilized the full police strength at his disposal and it is doubtful if he ever will.

One thing restrains Mr. Logan from turning all his available men loose to see that the blacksmith shop around the corner and the biggest industry in the Midwest aren't disobeying any of the W.P.B. directives, amendments or subdirectives. That one thing is native good judgment and common sense—"banker caution," if you will.

Many in Washington today speak disparagingly of that quality but few businessmen object to it and none of them in Mr. Logan's presence. Nobody calls him "John" either, until he has known him for years.

You need know Mr. Logan only slightly to see that he has enough "banker caution" to last a long time.

However, as the chief detective—in effect—of W.P.B., Mr. Logan has taken hold remarkably well and, although his job is not the ideal one for the purpose of winning friends, nobody can say that he hasn't influenced a lot of people. Approximately 75,000 complaints have been investigated, any number of surveys made, but thus far there have been only 278 suspension orders and 59 criminal prosecutions. He has put only one businessman in jail so far.

Perhaps that explains, in part, why Mr. Logan's organization still has the public's confidence.

Mr. Logan likes to point out that compliance activity is not primarily or necessarily enforcement, that its main underlying principle is to obtain compliance through the understanding and cooperation of individuals and industry. He believes that at least 95 per cent of the people are honest, and that there is no need to irritate or inconvenience them in catching the five per cent who aren't.

Revise old rules

BUT then Mr. Logan has had experience to back him up in his belief. As a banker, he made loans totalling millions of dollars and says calmly that his faith in human nature—American human nature—is greater than ever.

As soon as he was able, after getting to Washington, he organized a branch of his division which he calls "The Revise-Old-Rules-Which-Have-Proved-Impractical-And-Recommend-New-Regulations-That-Can-Be-Understood-And-Enforced Branch." This branch, officially known as the Analysis Branch, together with the Field Coordination branch and the Surveys and C.M.P. branch, completes the set-up immediately under Mr. Logan. The three men who head these branches are A. O. Davis, C. A. Lindquist and M. S. Verner, Jr.

"I consider the first branch the most important," he says. "Unless business-

THIS IS A NUT... but

It looks much like any other nut, except for a "locking ring" of elastic material inserted in its top.

It fits any standard bolt.

It goes on like any other nut, except that it is wrenched on instead of being spun on with the fingers.

But it is unlike any nut you have known in the past because:

When it goes on it stays on.

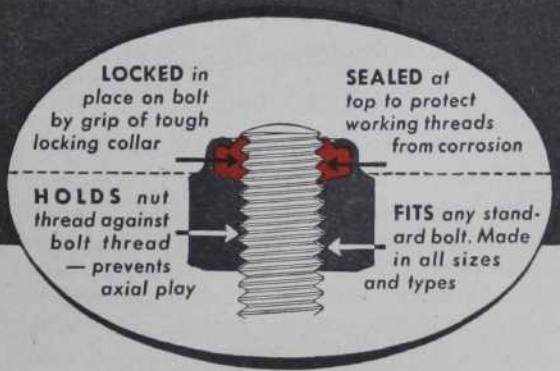
In spite of vibration, stress, strain, this Elastic Stop Nut will not loosen, slip or break.

It may be removed as needed – and still locks itself tight when put back.

It *licks* vibration.

And not a single one has ever failed in service, to our knowledge, though our total production now adds up to billions.







Coal stokers have many moving parts where the tight grip of Elastic Stop Nuts can prevent service interruptions.



Sonny's tricycle will need less "fixing" by Dad with non-loosening Elastic Stop Nuts replacing the usual kind.



When regular nuts loosen, cars squeak. So look ahead to quieter automobiles after victory is won.



Garden tools will stay set and snug without constant tightening with Elastic Stop Nuts holding them.

ELASTIC STOP NUTS

Lock fast to make things last

ESNA

ELASTIC STOP NUT CORPORATION OF AMERICA
UNION, NEW JERSEY

men understand the orders, there is little reason to believe they—or anyone else—could obey them. For example, until recently, more suspension orders were issued as a result of violations of the construction order, L-41, than any other. More than 25,000 violations were reported, but not confirmed, and as a result of examining the comments on the orders, we decentralized the processing of most construction applications.

"It was inevitable that many people who had never heard of L-41 (which forbids all new construction, except war housing, costing more than $200) should disobey it due both to lack of knowledge and the red tape through which they had to go. As a result of the revision, we feel that violations will drop considerably."

Excuse for ignorance

UNLIKE O.P.A. which recently insisted that a Washington department store was guilty of disobeying the General Maximum Price Regulations, although the store proved it had hired 35 persons to help it obey the law, W.P.B.'s enforcement chief admits that letter-perfect compliance of the technically-worded directives can't be expected in every case. After all, he points out cautiously, while ignorance is no excuse for breaking a law, certainly some directives are an excuse for ignorance.

It pains him to say so, but some businessmen have and do take advantage of this. When such cases become known, he says firmly, they are dealt with on the exact basis the violator chose.

If there are any businessmen by now who do not understand how—or why—they can get into trouble with W.P.B. and—perhaps—follow that lone businessman, jailed by the compliance division thus far, this is the route to take:

Each of the W.P.B. regional offices has a compliance chief, under whom there are reviewers and a legal staff. The 59 district offices have chief investigators and just plain agents. From these offices, together with the agents of whatever other government agency is chosen to help, go men who make "surveys"—which means that they come into your office and look twice at purchase orders and sales slips, among other things.

If, in a "survey," one of these men learns that you have used 100 tons of steel to make kitchen wool for housewives, although this was forbidden in a certain "M" order, you are informed by registered mail to report before the "compliance commissioner," in your region. This commissioner (usually a prominent lawyer or law school dean) has the power to warn you, suspend you from doing business for a certain period, cut off the flow of materials to your plant, etc. If none of these forms of punishment seems severe enough to him, he can recommend that your case go to the Department of Justice, from whence it will be taken before the federal courts.

Every day, somewhere, businessmen are being cited before Compliance Com-

Fun in the fifties



It is within the realm of possibility that a nonchalant twirl of the arm and the twist of a lever may be all there is to the drudgery of dishwashing, in the future. Possibly with an electrical circuit as a cleansing agent and heating element to dry . . . dishwashing may well become in a class with dialing a radio, today.

Sounds fantastic, it's true . . . but no more so than many developments of recent years. For the study of electrical science is making fact out of fantasy . . . almost daily!

But wherever the application of electrical circuits appears, if the product is of the finest, there, you are more than likely to find a Cannon Connector . . . in the past, in the present, and in the future.

This round flanged fitting for explosion proof application is just one of hundreds of different styles of connectors built for the aircraft industry. Cannon Connectors are standard equipment in a score of peacetime and wartime industries including radio, television, shipping, sound apparatus, railroads, motion pictures, and the lumber industry. They are considered essential wherever connections must be made quickly and with positive security.



CANNON ELECTRIC

Cannon Electric Development Co., Los Angeles, Calif.

Canadian Factory and Engineering Office: Cannon Electric Co., Ltd., Toronto

REPRESENTATIVES IN PRINCIPAL CITIES — CONSULT YOUR LOCAL TELEPHONE BOOK



MIRA... DEBEN SER AMERICANOS!

RIGHT you are, Pedro! They *are* Americans! Americans with a war to win . . . *your* war and *ours*. And they're wasting no time about it! Your slumbering mountains have awakened to the echo of tooting whistles, the rolling of wheels, the hum of motors.

Day and night, in these open pit mines and quarries which dot the map from South America's tropics to Canada's frozen north, the big P&H Electric Shovels are clawing out the earth's treasures of metallic ores, coal and limestone —feeding blast furnaces and smelters where the roar of production swells into a crescendo of Victory.

Yes, real Americans they are, these P&H Electric Shovels. Born in Milwaukee, descended from a long line of excavators, they bring mass production methods with the speed and stamina that mean lower costs per ton wherever raw materials are dug in large volumes.

Big as today's wartime job may be, these machines are ready — ready to deliver faithfully until the job is done. And after that, they're ready to meet the challenge of tomorrow.

P&H

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CORPORATION

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Electric Cranes • Electric Hoists • Arc Welders
Excavators • Welding Electrodes



Get That Saboteur!

Defective packing is largely responsible for war products arriving at destination in unusable condition. Defective packing is a saboteur that can ruin carefully manufactured products needed at the front.

Realizing the vital importance of efficient protection for war products in transit, foremost manufacturers in ever-increasing numbers select KIMPAK* Creped Wadding for this responsible job. . . . KIMPAK is the remarkably resilient, soft, clean packing material that has won the confidence of manufacturers. For many years it has demonstrated its dependability by protecting countless peacetime products against shipping damage.

KIMPAK comes in rolls, sheets, pads and tubes in almost any desired size and thickness. It may be had in moisture *resistant* form as well as moisture *absorbent* form.

Make sure your products arrive in "fighting condition." Rid your plant of that destructive saboteur "Defective Packing!" Pack with KIMPAK. Save time and money in your shipping room.

For complete information about KIMPAK mail coupon today.

PACK WITH
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CREPED WADDING

*KIMPAK (trade-mark) means Kimberly-Clark Wadding.



Kimberly-Clark Corporation
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Send full information about KIMPAK.

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Company.....
Address.....
City.....*State*.....

missioners to show why they should not be penalized for violating W.P.B. rules, but the number is "amazingly low" when the millions of possibilities are considered, Mr. Logan believes.

Son of a banker

MR. LOGAN is a banker and the son of a banker. Until June 15, he was a senior vice president of the Central Hanover Bank & Trust Company of New York City, which had assets of $1,500,000,000.

But neither he nor his father was born to the purple. William Logan, Sr., who died in 1904 from overwork, according to his son, started out as a messenger boy in the old Hanover National Bank in 1880. In 20 years, he worked up to the position of cashier and was one of the original directors of the Banker's Trust Company of New York City before his untimely death in his thirties.

William John Logan, the only son, was born on August 2, 1891, in Montclair, N. J., and led a life enjoyable but undistinguished until he was in his senior year at Princeton. Although he had never played varsity football before, he went out in 1912 and made Walter Camp's All-America team.

Too, he grew to know and admire a bright fellow majoring in economics named Ferdinand Eberstadt, who was manager of the Princeton team.

That summer, after graduation and before going to work in the bank, young Logan and Eberstadt went to Europe. He has been many times since.

He recalls meeting on one of those jaunts abroad a fellow named Joseph Goebbels. They shook hands briefly several summers ago while both vacationed at Brioni, a fashionable resort isle in the Adriatic Sea.

Banker-like, Mr. Logan sized up Herr Goebbels well:

"A man who obviously suffers from poor health, a cripple and having a far from noble mien. He has dark eyes that flash and his words were crisp," Mr. Logan says today. "He appeared even more dwarf-like to me because he was flanked by two massive bodyguards."

Having visited Europe before World War I, having become a captain of artillery in the American army in that war and having visited Europe many times before World War II broke out, Mr. Logan says sadly today that he was among the first persons here to realize World War II was inevitable. This realization came to him in 1934 and grew stronger each summer. He says casually —and you believe him—that he guessed long before the war broke out that France could not stand against Germany.

Although he began as a messenger in the old Hanover National Bank of New York City in 1913, his career was interrupted by World War I. But he took up where he left off in 1919, and swiftly worked through the posts of messenger boy, chief clerk, assistant cashier, cashier, assistant vice president to that of vice president in 1928. He retained this position when the Hanover National Bank merged with the Central Union



This fabric PACKS A WALLOP!

HERE IS ONE of Uncle Sam's newest styles in mailed-fists.

Our enemies don't like it.

For these are the parachute fragmentation bombs of the United States Army Air Force! They strike with deadly accuracy...floating gently down, smack on the target, giving our pilots plenty of time to get away before the explosion, thanks to their Rayon parachutes!

And Rayon 'chutes are also lending a helping hand to our allies. On every front, they're delivering the goods: 37 mm. guns, 50 mm. machine guns, trench mortars, 75 mm. howitzers, radio sets, rockets, explosives, medicines, first aid equipment and food. For over a year, the guerilla armies in Yugoslavia have been supplied via Rayon 'chutes.

It took a special Rayon yarn to stand up to the stresses and strains imposed on a parachute carrying such loads. And that special Rayon yarn is Tenasco —product of American Viscose research.

Originally it was devised in our laboratories to make a tough, wear resistant cloth for such purposes as professionals' football-pants, raincoats and other gear subject to masculine wear-and-tear. We used to advertise it to the men's wear trade as the Rayon yarn "that can take it"!

It can—and does—take it *today*—on the fighting fronts. "*Tomorrow*"...when the fighting's all over ...Tenasco will be back along with many other Rayon yarns resulting from American Viscose research to help make *your* clothing attractive and serviceable.

CROWN TESTED AND APPROVED RAYON FABRIC

AMERICAN VISCOSE CORPORATION

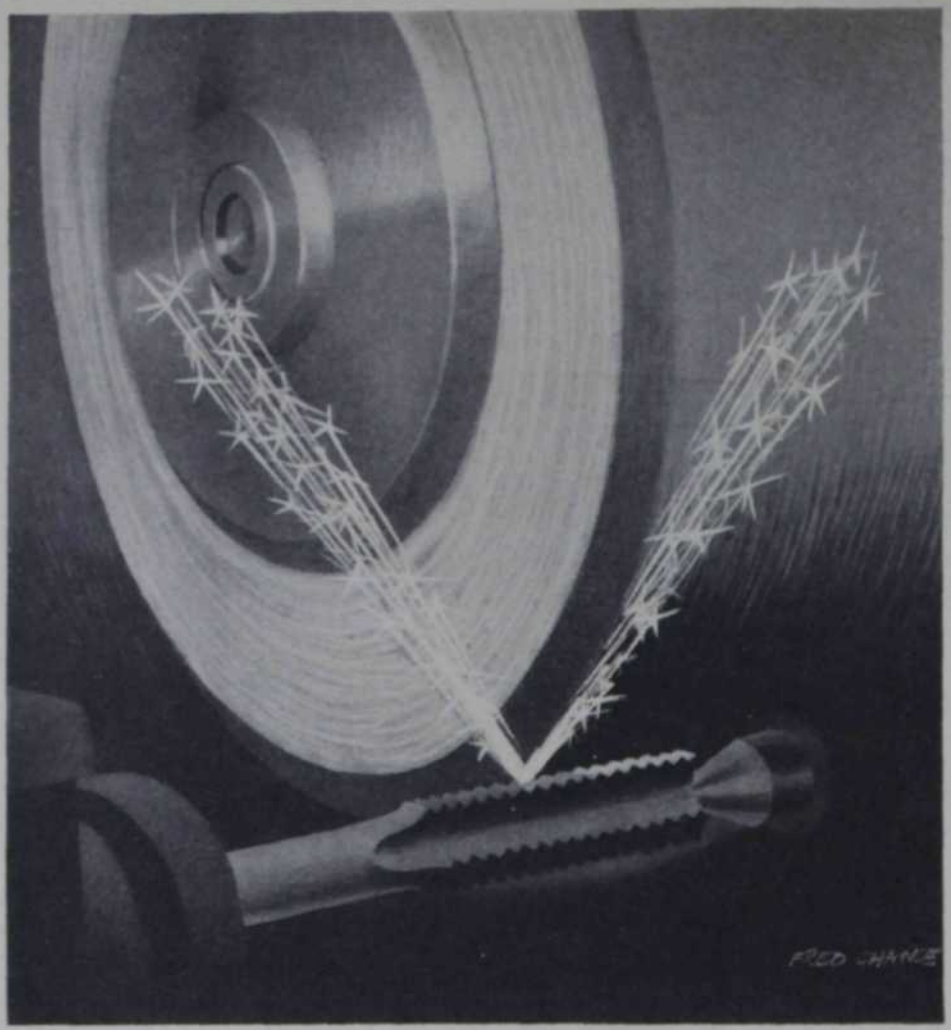
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★ **BUY UNITED STATES WAR BONDS AND STAMPS** ★

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We're helping grind out Victory...

A GRINDING WHEEL in action is truly a wheel of fortune. Upon how accurately it grinds a Tap or Thread Gage may depend the life of a young flyer over Kiska... the outcome of a sea fight off the Solomons... or a tank battle in Tunisia. *The difference between victory and defeat may be one ten-thousandth of an inch!*

The Detroit Tap & Tool Company has received many citations for the rugged quality of its products. It has won commendations for the speed with which vital war orders have been filled. But it is perhaps proudest of the tributes paid to the accuracy of its tools. In fact, *we consider accuracy our greatest commodity.*

Today the *quality* and *accuracy* of Detroit Taps and Tools are helping our clients build better tanks, planes and other war equipment than those of our enemies. And this is why we, in our own specialized way, are helping *grind* out *victory.*

You've done your bit—now do your best

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GROUND TAPS • GROUND THREAD HOBS • THREAD GAGES

SPECIAL THREADING TOOLS AND GAGES

Trust Company in 1929 to become the Central Hanover Bank & Trust Company of New York City.

Who's Who, which allots only one inch to Mr. Logan, says that he was mayor of the Village of Flower Hill (pop. 666) Nassau County, Long Island, 1931-1936, but Mr. Logan laughs when he remembers his "administration." Also, according to the same book, Mr. Logan is a member of the Downtown, Union, and Princeton Clubs in New York and trustee and treasurer of the Grant Monument Association.

In 1917, he married Miss Marjory Vose Church. They have two children, Mrs. Alfred Von Klemperer (nee Nancy Church Logan) and Miss Marjory Jeanne Logan.

Eberstadt on the phone

WHEN the second World War broke out in 1939, Mr. Logan took the interventionist side in many a bitter discussion. Time proved him right, although he concedes fairly that there were two sides to the question until Pearl Harbor. After that, he was fidgeting to get back into the Army despite his 51 years. He was still fidgeting one day last December when he received a call from Ferdinand Eberstadt:

"John, we need you in Washington. How soon can you come down?"

That was on Thursday. John Logan was on the job in Washington the next Tuesday, a job that paid him $8,000 a year.

Although they are as warm friends as ever, Mr. Logan says he felt no compunction about staying on at W.P.B. after Mr. Eberstadt had left.

"I look upon my job the same as if I were a captain in the Army," he says cautiously. "If they changed colonels on me, it wouldn't affect my job."

The whole Logan family has gone to war in earnest. Mrs. Von Klemperer is working at La Guardia airport in New York City. Her husband, a banker, trains as a buck private at Camp Frost, S.C. The other daughter, Marjory Jeanne, is a W.A.A.C private at Fort Jackson, S.C.

Things have changed for the Logans since the war. Before, they used to go to Sun Valley for skiing, to Europe and had plenty of time for recreation of all kinds. Today, Mr. and Mrs. Logan get a chance to go horseback riding in Rock Creek Park only occasionally.

Otherwise, it's a hard grind for him. He is at work at 8 or 8:30 a.m. and stays until 6 p.m.

For newspaper reading, he takes *The New York Times.* But he doesn't get much time to study newspapers. He is busy always on the orders that emanate from W.P.B. When he speaks of these, however, as when he speaks of other things, he reduces them to plain English—just like a banker—without flourishes. And somehow, you get the idea that Government orders aren't the hard, inflexible, hard-to-understand rules you thought they were, but that it depends on the man who tries to interpret them to you—and who enforces them—as to what kind of rules they will be.



Versatile

OUR most plentiful raw material is equally at home in the test tube and the furnace

MANY Americans lately have made friends with our most plentiful raw material—coal—and many more will smudge their hands with it before 1943 is over.

By taking the place of scarcer fuels, coal is doing an important and well-publicized job in our homes, but this is a small task compared to what this fuel is doing industrially and the promises it holds for the future. There is news in coal developments for all business men interested in post-war planning.

Coal is our basic mineral, from the standpoint of quantity, and near the top on every list of strategic materials. Without sufficient coal, our transport system and steel mills would shut down; the electrical power industry would falter, the synthetic rubber program would be blocked; men would die who ought to live. In short, the greatest industrial machine ever known to man would creak slowly to a standstill.

However, coal's most spectacular showing in this war—and its promise for the post-war world—is in the field of organic chemistry. Companies manufacturing vitally needed war chemicals will use upwards of 100,000,000 tons of coal in 1943, according to E. I. du Pont de Nemours & Company.

Ordinary bituminous coal has constituents for bombs, shells, torpedoes, plastics, solvents, food preservatives, insecticides, fertilizers, lacquers, "soapless soaps," and hundreds of other items. These new uses have come from coal's "by-products," so-called because, when heated in an enclosed vessel, bituminous coal gives off volatile products and leaves coke as a residue. Both coke and the volatile products—coal gas, ammonia, benzol and toluol—today are used by chemical companies to make many war necessities for which we once depended on other nations.

The first record "by-product" of coal came 87 years ago when young William Perkin, a British scientist, made "coal-tar dye." The industry developed in England, became a sensation in Germany, where the "dye trust" held international sway before World War I.

The infant American dye and chemical industry of 1914, when we imported 90 per cent of our coal by-products, to-

...WRAP SHIPMENTS SECURELY!

By making sure your shipments are carefully packed and also securely prepared for shipment and properly addressed, you can speed up their handling and delivery. And by preparing your shipments as compactly as possible, you will be helping the war effort by conserving precious transportation space.

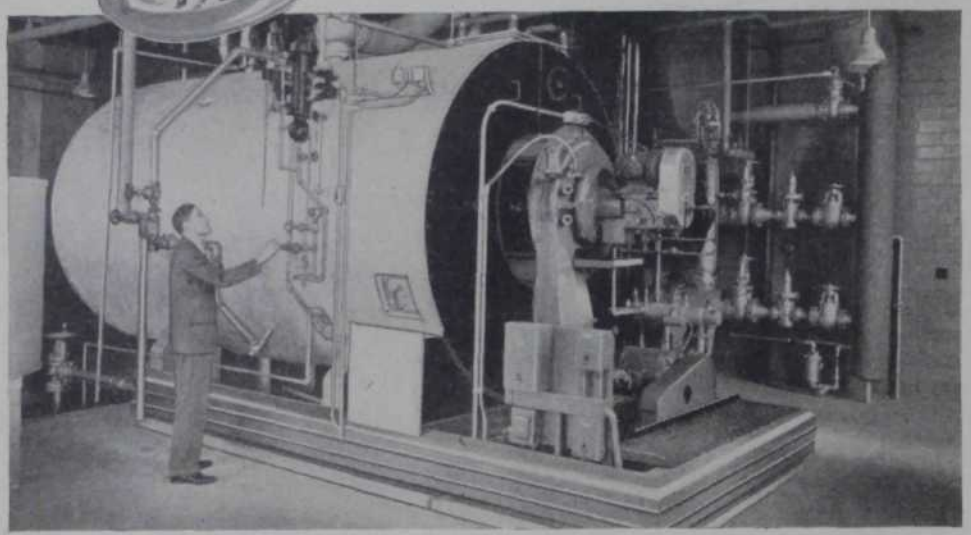




CONSERVING

Man Hours

...CIVILIAN AND MILITARY



MODERN, highly developed, labor-saving Cleaver-Brooks steam generators, nationally known to peacetime industry, are in service today on scores of war assignments — in essential industries, munitions and armament plants — naval and army bases — with task forces providing steam, hot water, and heating for military hospitals, laundries, and naval craft.

Steel for boilers and fuel oil to fire them are earmarked today for strictly military and essential uses. Necessarily, present production of Cleaver-Brooks steam generators (far in excess of pre-war years) is destined entirely for vital war-time installations. Their future availability for normal needs await only war's end.

Cleaver-Brooks' engineering ability and manufacturing skill serve many wartime needs. Portable water distilling equipment — shower baths — special disinfecting units — are in global war service. The building and maintenance of roads and airports are speeded up with Cleaver-Brooks bituminous heating equipment. Food dehydrators of unusual efficiency are another important development of Cleaver-Brooks engineers.

Cleaver-Brooks is planning an even wider range of product development for the needs of a world at peace.

Cleaver-Brooks

COMPANY

MILWAUKEE U. S. A.

CLEAVER-BROOKS PRODUCTS INCLUDE:



Steam Generators | Food Dehydrators | Tank-Car Heaters | Bituminous Boosters | Special Military Equipment

day is a vigorous adult. This industry gives us the new sulfa drugs and supplies us with atabrine, a vital substitute for quinine in treating malaria, as well as antiseptics and anaesthetics.

About 1.1 pounds of coal is utilized chemically to make each pound of America's first satisfactory rubber-like material, Neoprene, which is so essential to the war effort that it was the only non-metal among the seven materials placed on the original priority list.

Nylon, derived from coal, air and water, is used today in canopy cloth, tapes, shroud lines, harness webbing and belting for parachutes.

Tapered Nylon bristles for brushes are replacing natural bristles once imported from the Far East.

"Lucite" methyl methacrylate resin, the crystal-clear plastic for transparent portions of military airplanes, stems from black coal as does polyvinyl butyral, formerly the plastic interlayer in laminated safety glass for automobiles, but now the coating for Army raincoats, hospital sheeting, and other products.

Also from bituminous come the phenol-formaldehyde and the urea-formaldehyde plastics whose war roles range from adhesives on plywood fighter planes and torpedo boats to soldiers' bugles and insulation on electric wiring, gunstocks and radio antennae.

To the explosives industry coal gives Toluol, ingredient of T.N.T., and Methanol, while the military numbers among its necessities partially or wholly derived from coal such things as:

Solvents, such as trichlorethylene, now used to clean metal parts of ordnance quickly and efficiently; formerly available to civilians in dry-cleaning fluids.

Anti-freeze to protect the motors of airplanes, tanks and trucks the world around, and of automobiles and trucks needed on the home front.

Water-repellent textile finishes which remain effective on Army field jackets, ski troop uniforms, and other clothing.

A flame-proofing agent—ammonium sulfimate—used on clothes and also on insulating materials for ships' cables.

Lacquers, mildew inhibitors, leather cloth, moth repellents, fluids for hydraulic brakes, gum inhibitors for gasoline, wetting agents to facilitate scouring, bleaching and dyeing operations—all come from coal by-products.

Planning and continuing research into coal's potentials goes on at Battelle Memorial Institute in Columbus, Ohio, and at the Carnegie Institute of Technology in Pittsburgh, as well as the U. S. Bureau of Mines and in many other places. An adjunct of the National Coal Association, called Bituminous Coal Research, Inc., has been formed to coordinate the information and to make it available to business men.

Moreover, there seems to be no need for worry about a coal shortage. The U. S. Geological Survey estimates the total reserves of bituminous coal and lignite in the United States at more than 3,500,000,000,000 tons—enough, at what might be called a normal rate of production, of 500,000,000 tons a year, to last thousands of years.


Lift up your eyes to something good
OVERHEAD you hear the steady, reassuring drone of mighty engines.
You look – and drawing its sure beeline across the sky is a giant bomber with four engines and twin rudders, evidence of America's growing air might.
You won't see that sight as often as our fighting men do, or our enemies. Most of the B-24's being built in this country promptly move overseas where they can do the work that gives them their name, the "Liberator."
But watching their record on the fighting fronts, we're mighty proud to have had a part in putting this big ship in the air, for the "Liberator" is powered by Buick-built engines.
Buick skill, Buick precision, Buick craftsmanship built the Pratt & Whitney engines that pull those wings through the sky – and are building plenty more every month.
But that isn't the important thing. What counts is – those engines are there – those planes are there – and have been for months.
And we'll leave it to you to judge, from what you read about the B-24 "Liberator," if they aren't doing the kind of job you've come to expect of Buick.
BETTER BUY BONDS
Let your dollars lend a hand
WHEN BETTER war goods AUTOMOBILES ARE BUILT
BUICK WILL BUILD THEM
BUICK DIVISION OF GENERAL MOTORS

Can Our Food Dealers Survive?

(Continued from page 24)

wholesale were fixed before livestock prices were frozen. As live prices advanced, the meat packers were squeezed against their earlier ceilings. At present live values, the packer shows a deficit of approximately 4½ cents a pound for every beef carcass slaughtered. This price pinch has already closed several hundred small slaughtering houses. One small packer told how his average daily slaughter had been cut from 175 to 50 animals.

"We've been here ever since the Civil War, but I don't see how we can stay in business under the present squeeze. I pay 18 cents a pound for livestock, and I get only 22 cents a pound for it dressed under O.P.A. ceilings. I lose 40 per cent of the live weight in dressing. . . . If the O.P.A. lawyers had consulted someone in the packing or slaughtering business when they were writing their meat laws, we wouldn't be in this jam."

By the same sort of official miscalculation, stock feeds were priced in relation to parity for wheat and grains, rather than in relation to meat ceilings. This formula made feeding costs so high there was no incentive to stockmen to increase their herds. Indeed, many curtailed their feeding programs. In all, this venture in managed economy produced a diminishing supply of meat in the face of a sharply increasing demand. Meat rationing then became inescapable, adding further to the costs of both slaughter and distribution.

In pricing dressed hogs, O.P.A. set the figure at a level which made it more profitable to sell lard in the form of meat, instead of rendered. Dressed pork began to come into the butcher shops weighing about ten pounds more than normal per carcass. This extra ten pounds of meat represented ten pounds of potential lard. Under the government ceilings, however, the lard was worth $14.55 a hundred pounds, Chicago, while, sold as meat, the fat brought $26.50 wholesale. Could any packer be expected to sell his pork fat as lard at 15 cents a pound after the Government itself had set a price of 26 cents for the same fat in pork loins? By this piece of bungling approximately 1,000,000,000 pounds of lard went to the butcher shops instead of the rendering vats. That's the principal reason why there is now a shortage of animal fats.

In its search for substitute vegetable oils, the Board of Economic Warfare created a special business association, chartered under the laws of New York, to bring in foreign oils. The results are a military secret, but this agency did achieve the ultimate in alphabetical designations, the EGFVOFOBM—The Emergency Group for Foreign Vegetable Oils, Fats and Oil-Bearing Materials.

During 1942, the Grocery Manufacturers of America maintained almost daily contact with no less than 21 federal agencies—certificates, amendments, special orders, interpretations, from O.P.A., W.P.B., F.S.A., F.D.A., F.W.A., O.C.D., B.L.S., F.C.A., O.L.L.A. (Office of Lend-Lease Administration), U.S.I.S., and O.D.H.W.S. (Office of Defense Health and Welfare Services) among others.

Representative Hatton W. Sumners, of Dallas, Chairman of the House Judiciary Committee, blames bureaucratic mismanagement for our critical food situation.

"Crops are not being raised in Washington," he told the House. "They cannot be produced on paper. We are already far advanced in the crop year. People to raise these crops are not in the fields. Cows to produce this milk are on the way to the slaughterhouse."

Regulations everywhere

IN ADDITION to O.P.A. regulations, the grocers and butchers must keep abreast of W.P.B., which regulates the production and distribution of shop equipment, refrigeration machinery, tools and appliances. They must regulate their delivery services in accordance with the rules promulgated by the Office of Defense transportation; they must conform to the packaging and labeling standards fixed by the Food and Drug Administration; their paper is governed by W.P.B., and their tea quotas fixed every quarter by the Food Distribution Administration of the Department of Agriculture. Wages and hours are controlled in part by the Department of Labor and in part by the War Manpower Commission.

During the last week of March, Washington orders touching grocers and butchers numbered 47, or about eight every working day.

The mere text of this week's order made about 60 mimeographed pages, and the brief condensation offered by the trade associations required 22 typewritten pages when single-spaced. To read and digest the orders of the week would require the full-time services of an attorney in every corner grocery.

What, for example, is cheddar cheese? Here is the definition as set forth in Amendment No. 3 to MPR 289—OPA:

"A clean, pleasant, mild aroma, a pleasing nutty flavor, a mellow, silky, meaty body, and a close, solid, uniformly colored interior."

That makes it official. If you get anything less, you are entitled, theoretically, to take it back. It's not cheddar unless it has O.P.A.'s "nutty flavor."

Meat for sausage and processed luncheon specialties also has vanished under ceiling prices. Instead of selling such meat at bargain differentials to the sausage makers, packers now dress it for the direct market. The records of the House Small Business Committee

NEXT YEAR

you will be glad you got that life insurance

THIS YEAR

for annual premiums go up with age if you delay applying.

Ask us about today's rate



The Prudential Insurance Company of America

Home Office, NEWARK, N.J.



One of a series illustrating Cyanamid's many activities.

"What's the Rainbow doing here?"

Sometimes you find rainbows in the oddest places. And except for their attractiveness, you probably don't give them a second thought. But strangely enough, these little rainbows illustrate the principle of one of the most important methods of scientific research yet developed.

This method is *spectroscopy,* by which the scientist uses crystal prisms or gratings to break up waves of *invisible* as well as visible light into their individual wave lengths, or "colors." And since each element or molecule has a characteristic inter-action with light of different wave lengths, these components can be identified and measured in ordinary materials by spectroscopic analysis.

At Cyanamid's Stamford Research Laboratories scientists are using spectroscopes in interesting new ways—from routine testing of materials to exploration beyond the frontiers of science. One technique, which Cyanamid played a leading role in developing, may be used to analyze materials continuously while *in the process of production.* For example, in the manufacture of butadiene, vital raw material for synthetic rubber, this technique is expected to furnish the manufacturer with an accurate method of analysis which requires minutes rather than precious hours.

Many such practical applications of infrared spectroscopy have been made possible by Cyanamid's continuous and exhaustive studies in the invisible ranges of the spectrum. This is but one phase of Cyanamid's broad plan of research which correlates the findings in many fields into one unified effort.

American Cyanamid Company

30 ROCKEFELLER PLAZA, NEW YORK, N. Y.

MOLDING THE FUTURE THROUGH CHEMISTRY

★ ★ INVEST IN AMERICA! BUY UNITED STATES WAR SAVINGS BONDS ★ ★

Super-Transport on Super-Highways



Lurelle Guild, noted industrial designer, gives his conception of a truck of tomorrow (above). "The possibilities for progress in motor vehicle design have only begun to be explored," says Mr. Guild, whose designs have been incorporated in hundreds of nationally known products ranging from railroad trains to refrigerators.

For a better world tomorrow, buy War Savings Bonds today.

America's formula for plenty is a simple one — production plus transportation! The first of these is already assured. The second is in the making. Tomorrow's vehicles will be a triumph of aerodynamic design and advanced engineering. New fuels, new power plants, better load distribution, better visibility for drivers, more comfort, improved safety, lower ton-mile costs — all are on the horizon right now. But regardless of the size, shape or design of the vehicles of tomorrow, axles must carry the load, move the load, stop the load.

Timken will be ready with both axles and brakes that will do the job better, at lower cost. Today, motorized military vehicles of every type roll to battle on Timken Axles. On the home front, Timken is co-operating with a sound, far-reaching program of Axle Maintenance for vehicles in commercial service. After the war, all this additional experience —all Timken's resources and facilities—will be available to those foresighted manufacturers who are planning the super-transports for the super-highways of tomorrow.



ARMY E NAVY
For Production

TIMKEN AXLES

THE TIMKEN-DETROIT AXLE COMPANY, DETROIT, MICHIGAN
WISCONSIN AXLE DIVISION • OSHKOSH, WISCONSIN

disclose that local distributors and processors normally handled about 40 per cent of the country's total meat tonnage. Under the present program, most of them have become what one O.P.A. official described as "necessary war casualties." The liquidation of this group of business men has left many smaller cities with no organized system of meat distribution, said a protest from the Pennsylvania Grocers Association.

Puzzle of the bees

THE NATIONAL Association of Retail Meat Dealers, representing some 20,000 shops, has charged publicly that the meat price ceilings and distribution quotas "were worked out by classroom theorists without practical knowledge of the meat industry."

Under the law, agricultural commodities may not be put under price ceilings lower than 110 per cent of "parity." When the time came to price honey, O.P.A. discovered that the Department of Agriculture never had determined "parity" for that item. What to do? The dilemma was solved by an interpretive ruling which declared extracted honey to be a processed food, subject to a price ceiling, whether sold by retailer, wholesaler, importer, bottler or beekeeper. The same order, however, ruled comb honey to be an agricultural commodity, beyond the scope of O.P.A.'s price-fixing authority. The result was a ceiling price on strained honey, no ceiling on comb honey.

Or consider the once simple routine of importing coffee. The importer must file qualifying papers with the Board of Economic Warfare (Form PD-561). He then is assigned a quota for the next quarter. This quota is presented to W.P.B., where a shipping authorization is issued for each consignment. Then B.E.W. assigns shipping space, as available. The importer next goes to the Commodity Credit Corporation, where he files another form applying to be designated a temporary import agent of the C.C.C., subject to the Inter-American Coffee Quota Agreement.

"This application," says the official instruction sheet, "will be reviewed by the W.P.B. and the B.E.W. and, if approved, the importer then will receive from the C.C.C. an agency appointment to contract for a specified amount of coffee."

When the coffee arrives, it is the property of the U. S. Government, but the C.C.C. at once sells it to its agent-importer. Each contract thus made then is subject to O.P.A. price ceilings, and details of every consignment must be filed with the C.C.C.

"When customs entry is made, the importer also must file, in duplicate, Form PD-222-B, with the Collector of Customs."

As a part of the meat rationing program, O.P.A. distributed a 20-page booklet telling butchers precisely how to cut each carcass.

"These instructions require us to cut meat in a way it never has been cut before," said a Seattle wholesaler. "A man who has cut meat for 50 years is naturally indignant over these impractical orders, but he has to follow the regulations. Men of experience in this business are completely at a loss, because their practical knowledge is useless."

When the Truman Committee launched a Senate investigation of the food muddle, late in March, the testimony presented by experienced operators in every phase of distribution centered on five immediate steps to release once more the drives and energies of the American enterprise system.

First, adequate manpower must be made available to wholesalers, jobbers and retailers.

Second, price ceilings must be fixed at the production level, on a basis calculated to stimulate, rather than discourage, expansion; and the whole structure of price controls must be simplified to eliminate unduly burdensome bookkeeping and accounting.

Third, rationing easily could be relaxed or abandoned in many items once production and processing has been stimulated by a sound and profitable price structure.

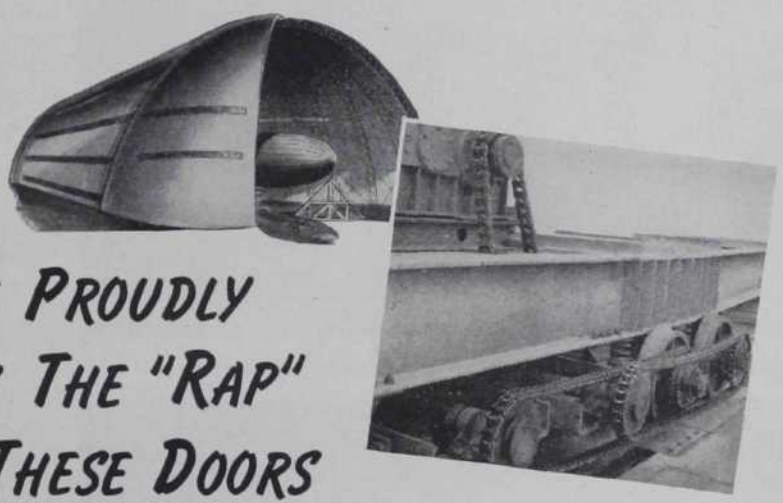
Fourth, existing machinery must be utilized for the wholesale and jobber functions. Starry-eyed reform programs designed to eliminate the wholesale segment of distribution must be abandoned. Many of O.P.A.'s 2,700 lawyers well could be replaced by experienced food men.

Fifth, price controls should be directed, not to the elimination of profits or other socialistic objectives, but toward the movement of an ever-greater volume of goods.

Food is the human fuel which keeps every other war production line going. When the food lines jam, the whole war effort is threatened. Our American food industry, stimulated by the competitive impulses of free enterprise, has built up over the years the most marvelous distribution system the world ever has known. No people approaches us in the variety and quality of foods normally available to even the remotest towns and villages. Nowhere have the normal profit margins of processors and distributors been kept so low.

But, during the past two years, all the experience and genius which developed this magnificent system have been ignored or flouted. Practical men have been hobbled with the chains of planners, reformers and crackpots. Says Representative Eugene E. Cox, of Georgia, a veteran of 25 years' service in the House:

"The people of this country are beginning to resent what they believe to be the fact—that their Government has, in large part, been delivered into the keeping of an alien and alien-minded group, wholly unfit for the work they have been assigned to do, and for the offices to which they have been appointed."



MORSE PROUDLY TAKES THE "RAP" ON THESE DOORS

Down East, the Navy built a home for blimps—a hangar with doors on it! And some doors they are, too... standing 170 feet, or about fourteen stories high . . . and weighing 600 tons.

Constructed by Byrne Door Company, the gargantuan doors, mounted on wheel trucks—traveling on tracks, are quickly, safely, and automatically opened and closed . . . with Morse Roller Chains—selected because *they can't slip* — transmitting the power that operates the doors when the blimps "rap."

Morse Drives can't slip . . . can't waste power with slippage and frictional contact losses . . . because they operate on the principle of Teeth Not Tension. Equipped to help you save power, time, and money . . . your nearby Morse representative will be glad to help you solve your power transmission problems. Call on him.

SILENT CHAINS ROLLER CHAINS FLEXIBLE COUPLINGS CLUTCHES

MORSE positive DRIVES

MORSE CHAIN COMPANY ITHACA, N. Y. DETROIT, MICH. DIVISION BORG-WARNER CORP.

No Bugles Blowing—United



Chambers have cooperated with educational agencies in maintaining training courses for war workers



Both private industry and governmental agencies have been helped in placing primary and subcontracts



Communities have been kept informed on priorities ratings and other regulations

A NEW KIND of mass discipline has appeared in the United States—discipline not enforced by decree, but entirely self-imposed. The war has brought a new recognition that the ability to get things done depends upon men working together.

Fortunately, there had grown up in this country a kind of organization that is typically American—the chamber of commerce. Reflecting all phases of community life, the local chamber provided a ready-made vehicle for maintaining and increasing civilian teamwork. Groups that worked together for years to solve peace-time problems have, since Pearl Harbor, turned this previously learned ability—to cooperate—to the problems of war. Membership in local chambers of commerce has increased and, with accomplishments filling the record, financial support has grown. Those accomplishments may be summarized as follows:

1. Surveys:

Local chambers have made and kept up to date surveys of facilities for use in the war effort, including: Industrial Capacity; Buildings; Sites; Raw Materials; Machine Tools; Labor; Housing; Public Utilities; etc.

2. Contracts:

Through their study and knowledge of our country's needs, local chambers have helped both private industry and governmental agencies in placing primary and subcontracts to advantage.

3. Training of Personnel—and Manpower:

Chambers have cooperated with educational agencies in establishing—and maintaining—courses for training men and women for war work or to fill places vacated in essential civilian services.

4. Federal Regulations:

Through contact with national organizations and in some instances by maintaining a Washington office, chambers of commerce have kept their communities informed on priorities ratings and on regulations promulgated by the war agencies.

5. Housing:

Chambers of commerce have taken the lead in solving perplexing housing problems through cooperation with the construction industry, local investors and lending institutions, and governmental agencies.

6. Protection Against Sabotage:

Scores of local chambers have sponsored plant protection schools; cooperated with the Federal Bureau of Investigation and other agencies in providing adequate protection of local plants and utilities.

7. Transportation:

Thorough, and often expensive, surveys of transportation needs have been made. Records show that, be-

for Victory!

cause of this work, transportation has been improved and hazards reduced.

8. Public Health:

Chambers of commerce have studied local health problems growing out of overcrowding and lack of facilities. Progress is reported.

9. Fire Prevention:

Almost without exception, chambers of commerce participate actively in stressing the importance of adequate fire protection and stimulate year after year, interest in National Fire Prevention Week.

10. Selective Service:

Chambers of commerce have helped local Selective Service Boards in many ways. In many cases, the executive of the chamber is a member of the board.

11. Civilian Defense:

They have given all possible support to the Civilian Defense Program, working closely with local and state defense councils. In some communities the entire Civilian Defense Program, from a local standpoint, would have collapsed except for such help.

12. Solicitations:

Chambers of commerce have provided unqualified support to the U.S.O., Red Cross and other approved campaigns for funds yet—at the same time—guarded their citizens against the many fraudulent solicitations springing up under the guise of war needs.

13. Raw Materials and Salvage:

Chambers of commerce (with their intimate knowledge of local or area conditions) have been valuable to the war program in the production, purchasing and storage of vital and strategic materials; in the control of prices; provision of substitutes; and campaigns for scrap materials.

14. War Stamps and Bonds:

Through their organized retail bureaus, or divisions, local chambers of commerce point with pride to the record of sales of war stamps and bonds.

15. Cooperation with the Armed Services:

The surveys (mentioned in No. 1 of this summary) have been invaluable to procurement officers of the armed services. Location of camps, providing of civilian employees, establishment of U.S.O. centers and scores of other services have been welcomed and, in turn, praised by military men.

16. Legislation:

Through local chambers of commerce, business interests have been kept informed on the merits and demerits of pending legislation. Legislators, both state and national, have received constructive help from local chambers in formulating laws.

17. Post-War Planning:

Only through planning at the local community level may a *national* Post-War Policy be developed. Chambers of commerce are the logical community groups to undertake this task. —LEWIS H. DAY



Local chambers of commerce point with pride to their record in the selling of war savings stamps and bonds



Records show that transportation has been improved and hazards reduced even under most difficult conditions



Establishment of U.S.O. centers and scores of other services for soldiers and sailors have won officers' praise



"Looks a bit crowded in there, conductor!"

"In addition to many thousands of civilians, we are carrying lots of soldiers and sailors on furlough and often entire train-loads of troops. Yet the Seaboard is doing its best to make all passengers as comfortable as possible."

"Okay, conductor! We folks who are not in the service are ready to put up with any inconvenience when we travel these days."

KEEP ON BUYING WAR BONDS AND STAMPS

Remember, there's no let-up, no time-out, for our fighting men

SEABOARD RAILWAY



THROUGH THE HEART OF THE SOUTH



ARMSTRONG ROBERTS

Boer Tradition . . .

HANDY planning eliminates need for Americans to risk penalties of three lights on a match

THE SUPERSTITIOUS among us can take comfort. The match industry reports that Americans are not going to have to flout the old "Boer War Tradition" that three lights on a match means quick curtains for one of the lighting trio.

W.P.B. seconds that statement.

This in spite of the fact that restrictions on the use of gas, electricity, and heating fuels have led to the resurrection of many old stoves and furnaces; that all of us, war workers especially, are smoking more than usual; that we are no longer importing the 10,000,000,000 to 20,000,000,000 lights of pre-war years; are exporting many more matches than usual; and that the production of mechanical lighters which used to give us some 30,000,000,000 lights a year was discontinued in 1942.

Add to this the fact that potash (potassium chlorate) chief chemical ingredient in matches, normally imported, is also a component of primers for small arms ammunition, and it begins to appear that match producers have been doing a remarkably good job.

A little study confirms that belief.

In the matter of potash, for instance, the industry began making plans as soon as it became evident that imports might be cut off. First effort was to establish American production which was possible but too expensive for peace-time. Some plants were started but, as war needs began to take more and more of the needed electrolytic apparatus, steel, copper and power, it was evident that expansion along that line was out of the question.

Next step was allocation. Analysis of its records for the years 1939-1941 convinced the industry that potash consumption could be reduced without impairing production. Several manufacturers, voluntarily reducing their own consumption, demonstrated what could be done.

Soon all match manufacturers were reducing potash consumption toward average industry consumption. Consultations of officials of the Chemicals Division of W.P.B., under the leadership of J. W. Wizeman, an old Commerce De-

Fire Chief Covers African Invasion



Photo by International News Sound Photos

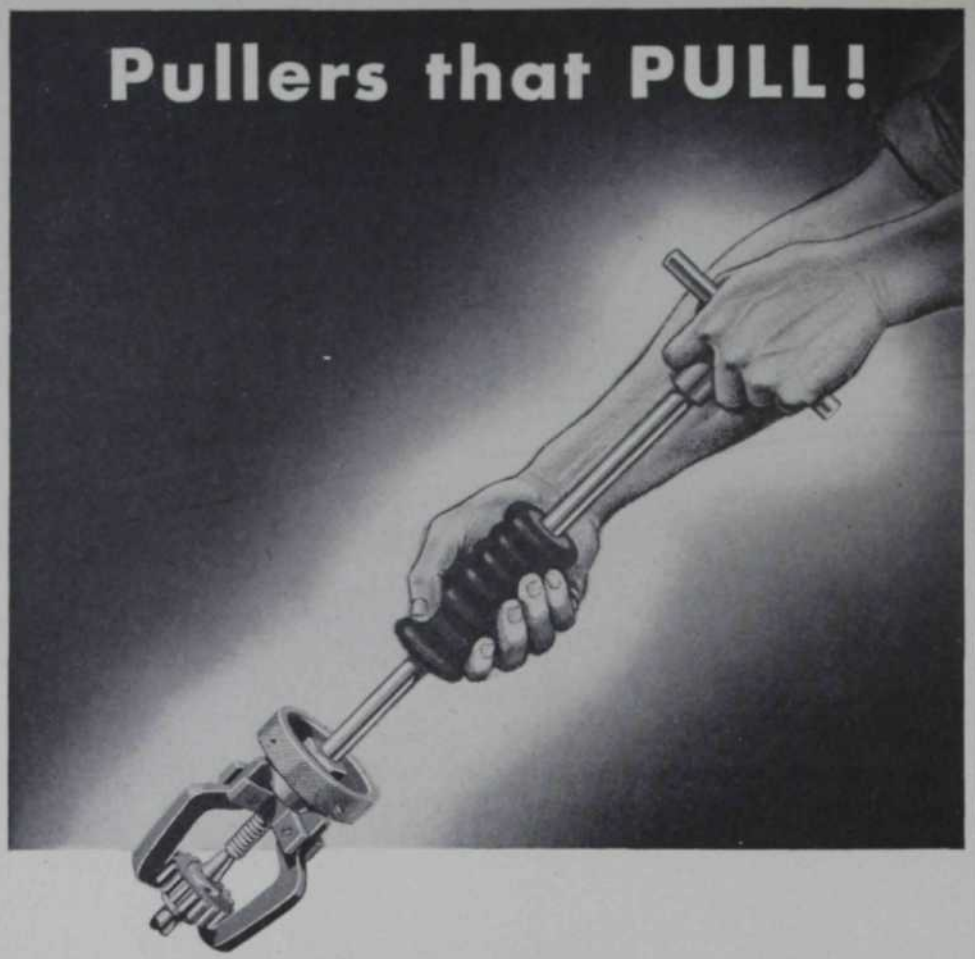
The first U. S. Army truck to splash off its landing barge onto African soil in the recent invasion by our troops was covered with Fire Chief treated Hooperwood Canvas — as were many in the unending stream that followed.

Yes, this fire-, water-, weather-, and mildew-resistant canvas is serving every branch of our armed forces and in many ways: covering military vehicles from jeeps to mammoth transports; sheltering troops in Guadalcanal, Iceland and on the Libyan Desert; protecting vital war materials and supplies in transit and in storage.

Today our entire production of Fire Chief Canvas is mobilized for military needs. But when the victory is won, this Hooperwood Engineered Canvas will bring about an entirely new conception of the usefulness of cotton duck in business and industry. For example, awnings that won't burn, mildew and rot — truck covers outlasting their predecessors several times over — ship's hatch covers and lifeboat covers that present no fire hazard — construction windbreaks that hot rivets or welding torches won't ignite — and many other superior canvas products.

WM. E. HOOPER & SONS CO.
New York PHILADELPHIA Chicago
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HOOPERWOOD COTTON DUCK

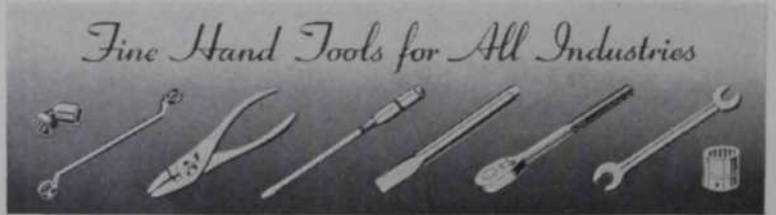


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Designed to do a job, Puller No. 4056—a popular member of the Plomb puller family—pulls quickly, efficiently, safely. Together with many other fine hand tools in the famous Plomb Line, it is helping to build better weapons—faster. If you need hand tools of highest quality to speed your war work, see your Plomb dealer. There is one near you.

To supply the demand for Plomb Tools in war industries, 36 plants now make them in ever increasing volume. This permits a two-fold service. If you need specially designed tools for hard-to-get-at war production problems, in quantity, consult the Plomb Tools Contracting Company Division. For regular tools, contact the Plomb dealer in your locality.

PLOMB



PLOMB TOOL COMPANY
LOS ANGELES · CALIFORNIA

partment man, also paid big dividends in meeting such unexpected heavy demands for American potash as came from Soviet Russia and other quarters. From these conferences came General Preference Order M-171 designed to save potash and build a well scattered stockpile.

But difficulties had only begun.

No sooner had the industry adapted itself to Order M-171, than it encountered other problems, among them labor shortages and dearth of wood for wooden matches, and of steel for stitching in paper book matches.

Again the Chemicals Division of the War Production Board canvassed the situation. With the aid of members of the industry, it worked out Limitation Order L-263, which was issued February 25, 1943.

That Order, directly affecting the match manufacturers and the thousands of wholesalers throughout the United States, primarily intends to safeguard actual and potential military, Lend-Lease and other demands for matches at home and abroad by a more equitable war-time distribution.

Those short matches

AMONG the innovations in the Order is a volume restriction on stocks. Distributors whose stocks of matches do not exceed a 30-day supply may order a 45-day supply, or one-sixteenth of the total accepted in the two-year base period of 1941-1942. This inventory control on stocks is expected to enable manufacturers to maintain the fairest possible emergency distribution of matches within the United States.

Another feature of the Order is the well publicized stipulation that the length of the standardized "Strike-Anywhere" or kitchen match shall be reduced from 2⅜ inches to 2⅛ inches. Although the change involves considerable mechanical difficulties, the revision, it is estimated, will increase the supply of Idaho white pine (the wood used in such matches), for important uses other than in the manufacture of matches, by at least ten per cent, or 7,000,000 board feet.

The Order also specifies that the manufacture of all specialty matches will be discontinued for the duration, thus eliminating all unnecessary *de luxe* touches in paper book matches. The amount of steel staples in paper matches, normally about 500 tons a year, is to be reduced 20 per cent, and the 5,000 tons of virgin pulp used, by 80 per cent. About 50 per cent of the red phosphorus required in the striking surfaces of match boxes and paper book match covers, this phosphorus being a chemical preparation much needed in the war effort, likewise will be conserved.

These changes are expected to maintain match production at a minimum of 480,000,000,000 units a year—roughly ten per cent less than peak but still enough so that Americans will not have to cadge matches as has become the custom in many other countries.



SENTINELS OF SAFETY IN THE FIGHT FOR LIFE



RADIAL COMPRESSOR

A new ally has joined the military surgeons in their fight to save the lives of wounded men. It is Chrysler Airtemp controlled atmosphere. Day and night a battery of dependable units—sentinels of safety—maintains a constant flow of fresh, pure air in each individual operating room. Temperature and humidity are scientifically, automatically controlled to aid the patient; to save the energy of surgeons and dentists.

Industry, too, uses this modern servant. Speeds and accuracies never dreamed of before are now commonplace because of industrial temperature control—the new tool for industry.

Many dramatic industrial and military applications of temperature control are described in a new booklet—"Chrysler Airtemp at War". It may suggest new ways to improve production in your plant. Send for your copy.



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Looking Backward at 1943...

From a future History of America—the chapter dealing with the present decisive year

By RALPH H. GABRIEL
Professor of History, Yale University

ON A FINE SPRING EVENING in the year 2000, Robert Smith picked up from his living room table a text book brought home from school by his young son. It was a history of the United States. Mr. Smith leafed through the pages describing military and naval engagements of the early years of World War II. Mid-way in the account, his eye was caught by a chapter which appealed to his active interest in political ideas and practical politics. Mr. Smith sank into a comfortable chair and read with rapt attention. This is what he read:

CHAPTER XVIII

1943, The Tide Turns

Internal stress in the United States. . . . Public concern over trends in government. . . . Reawakening of traditional American skepticism of political methods. . . . Unwieldy bureaucracy brings rising demand for competent civil service. . . . Movement to write "no third term" tradition into the Constitution. . . . Congress curbs powers of the Chief Executive and reasserts Congressional prerogatives . . . Growing American sophistication in international affairs . . . Unity for prosecution of war despite turning of tide in domestic policy.

BY THE SPRING of 1943 the pressures of the war had subjected the structure of the federal republic to great strain. Decisions of vast importance loomed. The people now understood that defeating the Axis was a tough job. They were neither pessimistic nor particularly optimistic—merely determined to finish the job as soon as possible. There was no hysteria of hate such as that of the First World War. There was no perfervid oratory whipping up a holy crusade.

Such emotionalism seemed childish to the men of 1943. They knew they were engaged in a grim business; they did not expect peace to usher in Utopia; as far as they could see ahead the road was beset with danger and uncertainty.

Probably this was one of the reasons why, in the very year when the German submarine menace reached its crest, the people and the Government in Washington gave particular attention to the problems of the federal republic. The war and the peace could be lost at home as well as at the front.

The first of the problems rose out of an old American paradox. Americans, from the time of the Revolutionary War on, had demonstrated a gift for political organization and management. It was pointed out many times after Pearl Harbor that the Government of the United States was, next to that of England, the oldest in the world, a clear demonstration of the stability of democracy and of American political skill. Over against this political mindedness and aptitude was an old American tradition of skepticism concerning politics and a reluctance of long standing to attempt to solve all problems by political methods.

But the conditions of the middle of the Twentieth Century had greatly increased the area in which the federal Government was active and in which it came into direct contact with the citizen. From the First World War onward, bureaucracy, of necessity, grew. Bureaucracy entered more and more areas hitherto reserved from politics. At the time of Pearl Harbor the idea of civil service as a career was still, however, new among Americans. It had not, in general, attracted as able people as the civil service of Britain. And, in spite of the merit system, the selection of civil servants was much affected by the spoils system.

After Pearl Harbor, the requirements of war caused bureaucracy to mushroom. The life of the citizen became more and more controlled by rules and regulations handed down by administrative authority. In such a swiftly developing situation, inefficiency, mismanagement and waste were inevitable. They were not universal. But they were sufficiently evident to the everyday civilian to cause anxiety.

Public Suspects Politics

In Congress, several committees began useful investigations of the working of executive agencies. From Congress also came a demand that administrators must be qualified and competent and that all appointments to important administrative posts be subject to the approval of the Senate. Emphatic and widespread popular disapproval led to the repudiation of the old practice of political debt paying in connection with the nomination of Flynn as minister to Australia.

DR. GABRIEL, professor of history at Yale, general editor of the 15-volume "Pageant of America," is an authority on the trends in American political life.

As author of "The Course of American Democratic Thought," no one is better qualified to assay the historical significance of events in this country since last November. He points them up on a broad canvas of 160 years of the American Republic, and with the detachment of the scholar. —THE EDITORS

Washed out.. before it ever flew



● It's a rejected aircraft instrument—a tiny monument to wasted man-hours and lost materials.

Somewhere along the line a worker's eyes were strained or tired toward the end of a shift. And an important piece of work failed.

This is a war of equipment, of precise production, of close tolerances. So what war plant can afford anything less than today's finest lighting—cool, glare-free, shadowless fluorescent lighting?

And in selecting this finest lighting, isn't it wise to go one step further and choose the finest in fluorescent?

Ever since the first commercial and industrial use of fluorescent lighting, Sylvania's leadership has been based on its progressive technical developments—in scores of such factors as precise mercury measurement (the "Mercury Bomb"), cathode construction, methods of blending and applying the fluorescent powders.

What are the results? More light—more lumens per watt. Longer life. A finer, smoother coating. More uniform light-color.

Sylvania Lamps do a wonderful job in any fluorescent fixture. But naturally they are at their best when used in equipment planned and built for them. In Sylvania Fluorescent Fixtures, starter, ballast and lamp work harmoniously as a unit.

Remembering that you can more than double your present illumination with the same wattage—probably on your existing wiring circuits—it is easy to see why priorities to install fluorescent lighting are readily available wherever this improved lighting will increase war production.

Our representative will gladly assist you in filling out the priority forms.

YOU CAN SEE THE EXTRA QUALITY

Look at the smooth, even coating of Sylvania Fluorescent Lamps. It is visible assurance of top performance—of Sylvania's high quality. This strict control of quality gives you maximum lumens per watt, uniform light-color, long lamp life.



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Plants destroyed by fire today are not likely soon to rise again. Insurance checks cannot now buy new tools, equipment and buildings. Loss of production for a long time to come is invited by weak fire defenses.

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Eliminates major part of nicotine and tars—by official laboratory test

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"SMOKE ALL YOU LIKE —like all you smoke"

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The men of 1943 understood that bureaucracy had come to stay in the United States. They knew they had to live with bureaucrats. The result of this realization was the growth of effective criticism of administrators and the demand that American civil servants of all ranks conform to the highest standards of honor and efficiency.

Another force at work in the spring of 1943 was born of one of the oldest and most powerful of American political traditions. It had to do with executive power. By 1941 Americans had become familiar with the necessity for a strong executive in time of national emergency.

Congress Asserts Its Power

Lincoln, in the Civil War, had pioneered in exploring the war powers of the presidential office. Wilson in the First World War had followed the Lincoln pattern. After Pearl Harbor the citizens of the Republic, without question and with extraordinary unanimity, fell in behind their Commander-in-Chief. Congress followed his leadership in meeting the military demands of the hour.

But, beneath the unanimity, there appeared in 1943 an undercurrent of uneasiness throughout the nation. It sprang from the breaking of the old third term tradition in 1940 as a result of the exigencies of international crisis. The basis of that tradition had been the principle that in a democracy no man is indispensable and that no leader should continue in power indefinitely. The voters in 1940 had yielded reluctantly (as the discussions of that campaign made clear) to what the times seemed to demand.

By the spring of 1943 the citizens could see that victory over the Axis was assured, but all signs pointed to a long war and probably a long armistice after the fighting had stopped. The possibility

Limiting Terms of President

of a fourth presidential term was suggested in Congress and was promptly answered by a movement among state legislatures in the Middle West demanding a constitutional amendment which would make a fourth and even a third term impossible.

The problem was exceedingly delicate for those who supported the writing into the fundamental law of the old tradition of a maximum of two presidential terms understood that the effort must not be permitted to weaken or embarrass the President in his conduct of the war or in his dealings with foreign powers. It was clear by the spring of 1943 that some decision regarding this basic constitutional principle must be reached even though the nation was in the midst of a war for survival. The calmness and the seriousness displayed by proponents on either side were further evidence of that lack of emotionalism and that sense of realities on the part of the general public which distinguished in the United States the Second World War from the First.

Bound up with the problem of the presidential term was another constitutional problem. It manifested itself, in the winter and spring of 1943, in a tendency on the part of the Congress to reassert the prerogatives of the legislative branch established in the fundamental law and described in the old phrase, "checks and balances."

The determination grew that administrative law, which had grown so important and far-reaching, be limited in its scope to areas where it was absolutely necessary and that legislative law be used wherever possible. The most spectacular issue centered on the power of the Chief Executive to put a ceiling on incomes. Congress began to scrutinize the war powers of the President and to pare them down where they appeared to be excessive or unnecessary.

Curbs On Executive Agencies

The reassertion of congressional prerogative in time of war was no new phenomenon in American politics; both Lincoln and Wilson had faced such problems. The rejection by the Senate of President Wilson's policy for the peace after the First World War provided the background for at least part of the congressional stirrings in the spring of 1943.

That event had made clear to the nations of the world the inescapable constitutional fact that the foreign policy of the United States, when written into treaties, must express the will of a two-thirds majority of the Upper House of Congress. In the spring of 1943, when four senators, two Democrats and two Republicans, proposed that the Senate begin the consideration of the peace aims of the United States, they were, in effect, insisting that that body prepare itself to meet with the greatest possible wisdom its unavoidable responsibility.

When the President, near the end of March, announced that preliminary and exploratory discussions among the United Nations had disclosed general agreement in point of view, there was satisfaction throughout the nation. These preliminary discussions were looked upon as a good augury for an intelligent and enduring peace. They also served to remind the nation that the ultimate decision written into the final treaties setting forth the obligations and the involvements to which the United States committed itself in the post-war world must express the will of two-thirds of the Senate.

Unity In Foreign Affairs

The early public reminder of this constitutional principle was evidence of a general American sophistication in international affairs that was in sharp contrast to the ignorance and slipshod thinking which so often characterized the public mind in the First World War. The action in the Senate suggested that the Second World War need not be followed by such an international disaster as that involved in senatorial rejection, after Versailles, of the Wilsonian commitments and policy.

The strains of war had set in motion

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Here Currier and Ives, the famous portrayers of American life in the past century, picture their idea of the ultimate in convenient travel—a train of the 70's rolling through the cut outside Jersey City.

Today GM Diesel Locomotives *speed passengers from Chicago to Los Angeles, 2227 miles, in 41¾ hours, a business-day faster than in the middle nineteen thirties. In recent war emergencies GM freight locomotives on the Santa Fe have been an important factor in the rapid movement of precious war material between Chicago and the Pacific Coast.*



Pages will be turned too in farm and industrial history. For GM Diesels will be ready to serve wherever America needs power.

THE history of America is a history of progress in transportation. ★ This history is not completed. ★ General Motors locomotives have turned a new page in this record of progress. ★ The flowering of this new era when peace again returns is foretold in the tremendous strides already taken in meeting the challenges of war today.

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The Bomber Pilot in training must have absolute confidence in his equipment, in order to attain the concentration on accuracy required in modern precision bombing. *Complete engine reliability is of utmost importance in* gaining that assurance.

Jacobs Engines power more twin-engine Training Planes than all other engines combined—because they give the Bomber student that freedom to concentrate.

These efficient, reliable engines will give the same feeling of assurance to Commercial Pilots and to the Business Man and the Sportsman flying their own planes, after Victory is achieved.

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powerful forces by the spring of 1943. These forces impinged with increasing power on the executive branch of the Government. It was a tribute to American skill in political matters and to the stability of American democratic institutions that discussion of these fundamental domestic issues could go on while the citizens of the Republic remained solidly and effectively united behind their Commander-in-Chief in the prosecution of the war.

MR. SMITH laid aside his book. All this for him was now ancient history.

"A little dull in the manner of presentation," he remarked to his wife, "but it's interesting to see how, back in those dark and dangerous days, democracy successfully met the challenge on two fronts simultaneously."

Where the War Will Be Won

A RETIRED army officer, talking to a group in the National Press Club the other day, startled his hearers with the statement, "The war will be won on our soil, here, in the United States." "You don't mean—?" began one. "No, not that," he replied. "I mean the *direction and drive* of the last stage of the struggle will come from the civilians."

The officer has phrased what many of us have vaguely felt. That indefinable something which we call *spirit* or *morale* is necessary to victory. A follower of sports recognizes its absence when he says a team is in "a slump" or has "gone stale." Some daring writers dissected it psychically and found it to be an inner atmosphere, binding the units of a human machine into a complete harmony of purpose. The rank and file of us call the same thing "teamwork."

Teamwork will win the war for us. It follows that any force, innocent or malign, which tends to impair this teamwork, this unity of purpose, should be promptly classed as enemy alien.

Two British Tommies in the sands of Libya were talking. "We'll win," said one, "if they'll only hold out." "They? Who?" said the other. "The civilians at home," replied the first.

That bit of dialogue contains the heart of the whole matter.

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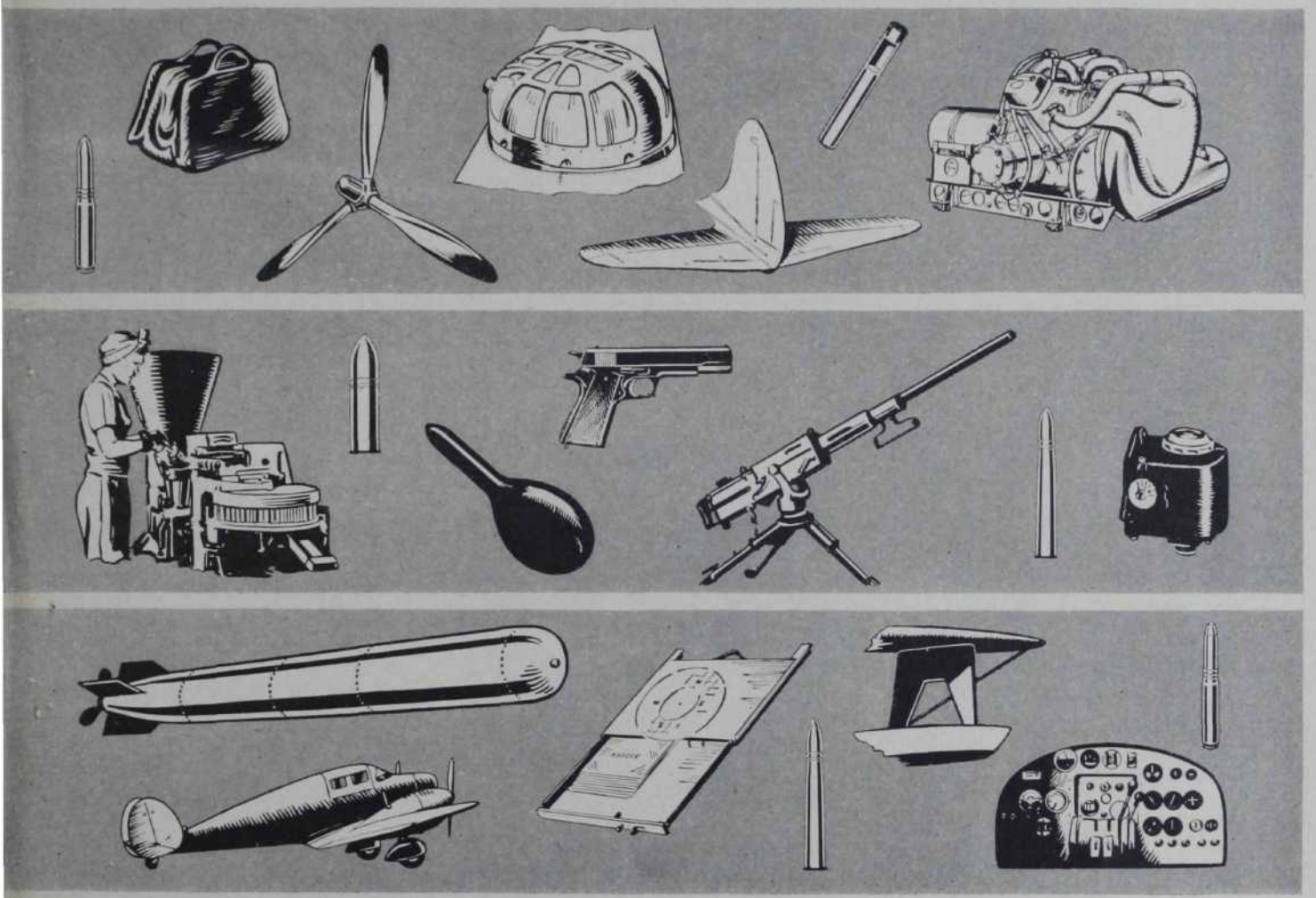


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Teamwork Speeds Production

Months ago, we teamed up with a 23-state network of 1189 sub-contractors. The result: mass production . . . months sooner.



● These are not all the war products of Remington Rand and affiliated companies; there are others which we can not picture. But the ones we can show point out a significant fact: the same abilities required to make our extremely diversified lines of office equipment are being devoted today to the production of a wide variety of war materials. And the capacity of our production lines is tremendously increased by the loyal, enthusiastic co-operation of hundreds of sub-contractors scattered throughout the land. This is the picture of America today . . . factories and people everywhere teaming up to bring our men home sooner.

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The Coming Month in Congress

CONGRESS in May is likely to produce action—or at least a firming of policy—on several issues of major importance to business and industry.

Heading the list are taxes, renegotiation of contracts, corrective labor measures, manpower, and further curbs on administrative agencies.

The House Ways and Means Committee plans to lay the groundwork for a new general tax bill carrying tax levels to new peaks, probably incorporating the withholding tax in some form, and making a further effort to put the taxpayers on a "pay-as-you-go" basis. The outlook on taxes is beclouded by the absence of clear-cut Treasury policy.

The Ways and Means Committee also plans shortly to open hearings on contract renegotiation, although specific proposals have been slow to come forward. The Hatch subcommittee of the Truman Committee in the Senate has been investigating this subject and, in the next few weeks, business men will have a chance to present their views at open hearings in one branch of Congress or the other—possibly both.

50 labor bills

THE prospect for corrective labor legislation is brighter than at any time in several years. More than 50 bills have been introduced to date, practically all of them designed to check labor excesses or establish legal responsibility of unions.

Many of the pending labor bills are intended by their sponsors as war measures only, effective for the duration. These deal with strikes, absenteeism, featherbedding, coercive practices and the like, in war industries. Others are designed as permanent law, requiring unions to render financial accountings, register with the federal Government, hold elections at specified intervals under fair conditions, and outlawing political contributions from union treasuries.

Ferment in Congress on the labor subject shows no sign of diminishing. Some veteran members predict that a serious strike or other blow to war production would spark an explosion that would sweep drastic regulatory bills through both houses in a few days. In the absence of major labor strife, however, there is strong sentiment even among the most conservative to put the whole labor issue over until fall. The temper of Capitol Hill is such, however, that today's estimate is likely to be worthless tomorrow.

Discussion in Congress at this writing revolves mainly around three labor measures—the Smith, Landis and Connally bills, plus the Hobbs anti-racketeering bill which the House passed April 9 by a vote of 270 to 107.

Strictly speaking, the Hobbs bill is not a labor measure; it does not mention labor unions but fixes sharp penalties for anyone who indulges in racketeering, robbery, extortion and intimidation in the movement of goods in interstate commerce. Organized labor, however, provided practically the sole opposition to the measure.



The temper on Capitol Hill makes predictions doubtful

The Smith bill is an omnibus measure upon which the House Military Affairs Committee has held extended hearings. It proposes to "prevent the useless waste of existing manpower" by outlawing numerous union featherbedding practices which restrict production. It would also declare foremen and other supervisory employees ineligible for union membership for collective bargaining purposes, and provide stiff penalties for union coercion. (See "Serving Two Masters," Page 90, this issue.)

Lines are already being drawn in the House for a knock-down fight over the Smith measure, if and when it reaches the floor. Labor-minded congressmen are on the defensive for the first time in years, and plan to offer a multitude of amendments. Of all the sections of the Smith bill, industrial management is most concerned over protection for foremen and other supervisory employees from union raiding, judging from testimony before the Military Affairs Committee.

Secretary Perkins opposes

REPRESENTATIVE Howard Smith of Virginia, Democrat, author of the measure, is a resourceful strategist and hopes for early action on his bill. He and his supporters point to the substantial margin by which the House passed the Hobbs anti-racketeering bill, as evidence of congressional eagerness to curb union excesses.

The Landis bill, pending before a subcommittee of the House Labor Committee, would prohibit political contributions by labor unions, require them to register with the Department of Labor, and compel them to render regular financial accountings of their funds. Unions which failed to comply would be denied the protection of the Wagner act. Secretary of Labor Perkins opposes the measure and the subcommittee which is scheduled to start hearings on it this month is regarded as unfriendly. Neither circumstance presents insuperable obstacles.

The Connally bill, favorably reported to the Senate where it is pending on the calendar, would establish a legal prohibition against strikes in war industries. This is the bill which was withdrawn in the previous Congress by its author, Senator Tom Connally of Texas, at White House request. Connally brought it forward again in this session, and whether or when the Senate takes it up depends upon the author's wishes.

Several other measures, though not

Just the KISS of the hops

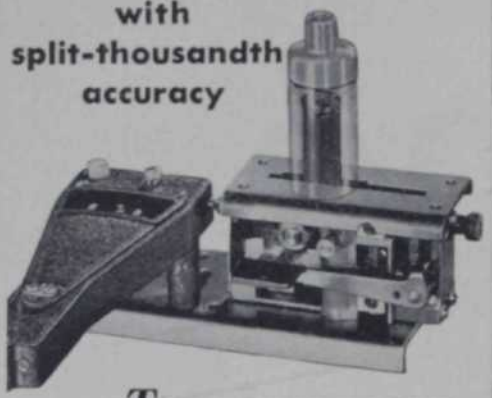
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split-thousandth
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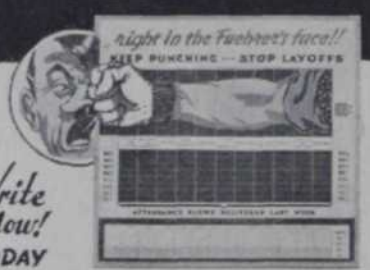
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basically labor bills, would deal with labor matters in such a way as to arouse union opposition. The Austin-Wadsworth bill, for example, would not only set up a compulsory manpower system to supplant the present so-called "voluntary" system, but would extend the work week to 48 hours and eliminate the present time-and-a-half for overtime after 40 hours.

The Austin-Wadsworth bill, and several others which would amend the Selective Service Act to set up congressional standards for deferment policy, are marking time on Capitol Hill. As in the case of the labor measures, many members "want to see what happens" in the next few weeks.

No such uncertainty marks the work scheduled by congressional special investigating committees for May. The month promises plenty of fireworks as inquisitive congressmen and senators dig into the free-wheeling activities of administrative agencies, including not only peace-time offices but such war agencies as the Board of Economic Warfare and the Office of War Information.

The congressional committees have been laying careful groundwork for many weeks. Several have had investigators in the field and legal counsel assembling evidence in preparation for open hearings.

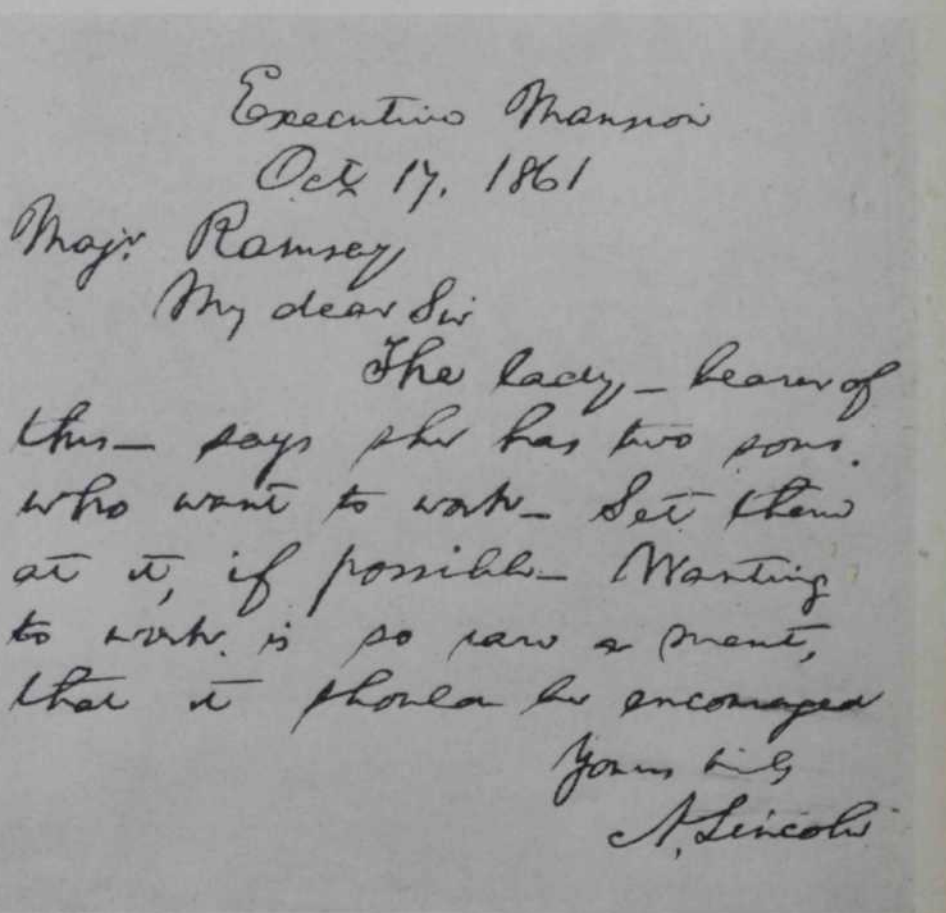
The Smith Committee of the House is about ready to open up on acts of Executive agencies beyond the scope of the powers conferred upon them by Congress.

A special subcommittee of the House Appropriations Committee has been independently investigating the appropriations requests by administrative offices, under the chairmanship of Congressman Cannon of Missouri. This is a new departure in Appropriations Committee procedure, illustrating the significant spirit of independence which permeates Congress. For weeks, members of the Cannon committee have been gathering ammunition to fire at B.E.W. and O.W.I.

Specific proposals for pruning the whole federal establishment for the sake of both efficiency and economy are being drawn up by the joint committee of both houses headed by Senator Byrd of Virginia.

The Truman Committee of the Senate is digging deep into the movement, distribution and quality of war materials both in this country and used by our

Lincoln on Want . . .



Executive Mansion
Oct 17, 1861

Majr Ramsey
My dear Sir

The lady—bearer of this—says she has two sons who want to work—Set them at it, if possible—Wanting to work is so rare a want, that it should be encouraged

Yours truly
A. Lincoln

We are indebted to R. R. Donnelley & Sons Company and to Mr. Oliver Barrett of Chicago for calling our attention to this letter by which Abraham Lincoln tried to bring "freedom from want" to a small sector of the people in 1861. With apologies to the Lincoln penmanship, we quote the text: "The lady—bearer of this—says she has two sons who want to work—Set them at it, if possible—Wanting to work is so rare a want, that it should be encouraged."

fighting forces in the field. So-called "small business committees" are in action in both houses. The whole civil service system is being scrutinized by the Ramspeck Committee, the Dies Committee expects to come crashing out of the bushes with more findings on subversive activities, the Cox Committee is investigating the Federal Communications Commission, the Costello Committee is turning its searchlight on selective service deferments for government and industrial employees, and the Cooley Committee is probing into personnel and policies of the Farm Security Administration.

In addition to these special investigations, the regular standing committees of both House and Senate are keeping running checks on W.P.B., O.P.A., Agriculture, the War and Navy Departments, and other agencies whose activities normally fall under their jurisdiction.

Business and industry should find the news from Capitol Hill very interesting reading during May.

Tooth Powder vs. Stuart Chase

WE FOUND Stuart Chase's name in a list of authors one should study if he wishes to get a clear idea of the post-war world.

Of course we should remember him best for such brain-thumpers as "The Nemesis of American Business," "Gov't in Business," "Rich Land, Poor Land," "Idle Money, Idle Men" and "A Primer of Economics." (And they are less than half of his total output in recent years.)

But so perverse is our memory that we associate his name with tooth powder.

The connection is this: Back in 1933 a friend of ours, hit by hard times, decided to cut expenses to the bone. In his distress, he subscribed to a service called "Consumers Service," one of Mr. Chase's biggest enthusiasms. It rated products for the user, gave helpful hints for home manufacture of household necessities.

Our friend hit on tooth powder as an obvious place for saving. Here he was paying 25 cents for a can whose ingredients cost about two cents. He would make his own! Trouble was, he couldn't make four ounces at a time because he couldn't balance the ingredients in such small quantities.

Our friend persisted, though, and made a batch which weighed four pounds. Not counting the cost of his time or temper, or having his pants cleaned later, the powder cost him 70 cents for 64 ounces. Our friend had left only one other job to do—sell his family on the powder. He didn't. They wouldn't use it. Last we knew, he still had four Mason jars of tooth powder.

We've told a pretty long story, a story of human behavior, but now you know why we think of tooth powder instead of books and post-war plans when Stuart's name is mentioned.



ОНИ ХОРОШИ
ОНИ ЗАМЕЧАТЕЛЬНЫ

Don't speak Russian? Then let us translate the words of a Russian General to an American War Correspondent:

"THEY'RE GOOD
THEY'RE EXCELLENT!"

You see, the Correspondent had just remarked upon the number of "Connecticut" field telephones in use by the famed Cossack Cavalry. ' ' ' Like many an American industry, our reputation for know-how rests today on the performance of our products in the service of the United Nations, all around the world. ' ' ' When we can again freely solicit your patronage, there will be no testimonial to which we shall point with greater pride than the commendation of the fighting Russians.

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Special-purpose trucks involve special problems, sometimes seemingly remote from motor truck manufacturing. Ward LaFrance has the experience and know-how to meet such needs. It has been gained over a period of many years of building specially-engineered fire apparatus and other special trucks of many different types.

In postwar replacement, fleet owners should give thought to the advantages of vehicles designed and built for the *exact* job they have to do. Operators of mines, quarries and large construction companies will be interested in the increasing use of special trucks to eliminate heavy capital investment in mechanical conveyor apparatus. Ward LaFrance engineers offer competent counsel to executives who are already looking forward to such postwar improvements.

★

WARD LaFRANCE TRUCK DIVISION

GREAT AMERICAN INDUSTRIES

ELMIRA, NEW YORK

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Serving Two Masters

By PHELPS H. ADAMS

A COUPLE of labor organizers walked into the mines of the Union Collieries Company in western Pennsylvania one day last year and turned their persuasion on 55 foremen and other management subofficials.

No one paid much attention. The activity was regarded merely as an abortive effort to obliterate collective bargaining lines which were supposedly clearly defined both by the Wagner act and specific terms of union contracts.

Actually, the Union Collieries "incident" was the first danger signal heralding a new and ominous threat to the continued flow of war materials from factories to fighting fronts. It was the first in a series of events which have compelled scores of top-flight industry executives to make the weary trek to Washington once more, this time to appeal for help from their court of last resort—Congress.

What happened was that the National Labor Relations Board was asked to rule on the union's right to sign up Union Collieries foremen and supervisors. The Board, apparently as much to labor's astonishment as management's, decided that foremen and supervisors were fair game under the Wagner act.

The effect upon union leaders everywhere was electric. Immediately rival unions launched intensive campaigns to sign up foremen, assistant foremen and other supervisory employees in the war plants of Detroit, Pittsburgh and elsewhere. Top management began to see its front line control of production and workmen slipping from its grasp. Historically foremen and supervisors have been considered management's own representatives on the factory firing line.

This was no case of seeing spooks. Experience has taught management what happens when the areas of collective bargaining are not unmistakably established, and when management does not have its own spokesmen in the plants carrying production instructions to the workmen.

Industrial chaos, "handcuffing" of management, constant conflicts in loyalties, unending rivalries between unions, a substantial drop in industry's efficiency and fewer weapons for the armed forces are some of the consequences which even the most cautious of high industrial executives are predicting.



H. ARMSTRONG ROBERTS

N.L.R.B.'s ruling in the Union Collieries case is final—unless the Board reverses itself or Congress changes the basic law.

Representative Howard Smith of Virginia has introduced a bill which would clearly define, by law, foremen and other supervisory employees as management representatives ineligible for union membership. It went to the House Military Affairs Committee because the situation holds a real threat to prosecution of the war.

Easy for organizers

THE Selective Service Act, it is pointed out, requires manufacturers to accept war contracts from the Government. It is therefore Government's responsibility and obligation, it is argued, to make it possible for management to perform those contracts with a minimum of handicaps imposed by administrative agencies.

Come back again to the Union Collieries Company case. Practically every coal miner in the Appalachian area carries a card signifying membership in John L. Lewis' United Mine Workers union. Organizers had their work done for them—by contract. The United Mine Workers own constitution, recognizing the management character of foremen and supervisors, specifically provided that no representatives of management were eligible for union membership.

The closed shop contract with the operators said that the term "mine workers shall not include mine foremen, assistant mine foremen, fire bosses or bosses in charge of any class of labor inside or outside of the mine, or coal inspectors or weight bosses, watchmen, clerks, or members of the executive, supervisory, sales and technical forces of the operators."

The contract added:

> The amendments to the enabling clause of the basic agreement, covering recognition of the UMA, do not change the rules or practices of the industry pertaining to management. The mine workers intend no infringement upon the rights of management as heretofore practiced and understood.

Similar provisions are found in great numbers of contracts between unions and industries. But the N.L.R.B.'s decision in the Union Collieries case changes the whole picture. Mr. Lewis quickly repealed all prohibitions in the United Mine Workers' constitution against enrollment of foremen and other management employees. A few weeks ago he stormed into the soft coal conferences in New York with a demand that all foremen and supervisory employees be covered into the coal miners' contract being negotiated there.

The Congress of Industrial Organizations got busy similarly, and rival union groups are vying with each other to cultivate this lush new field.

The question immediately arises whether the unionized management men are to be enrolled in unions rival to those with which they are already bargaining collectively with workmen *on behalf of management*, or in the same unions to which the workmen belong. In the first case, the union of management's subofficials would be judging and disciplining the members of a competing organization in a field where rivalries are white-hot and strife abounds.

In the second case, the foremen's union would be but one cell in a great labor protoplasm, subject at all times to control by the other cells. In this event, too, workmen would be able to fire their own bosses simply by expelling them from the union where closed shop contracts existed.

President C. E. Wilson of General



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Motors told the House Military Affairs Committee that, in his judgment, production will fall 15 or 20 per cent if management loses its control over, and loyalty of, foremen.

Guy W. Vaughn, president of the Curtiss-Wright Aircraft Company, told the Committee that the management situation was already critical and that, because of shortage of men, his company's supervisory staff was already spread so thin that production is 37½ per cent less than it could be.

Other top management men have testified that, unless Congress halts organized labor's "raiding" of management's own camp, American industry will be well on the way to complete socialization.

Spokesmen for the unions and for the Foremens' Association of America are resisting any legislative curb on their new organizational drives. There has been denial that foremen and other supervisory employees are actually management representatives, though it is conceded that in great numbers of cases foremen have the right to hire and fire, transmit management instructions to the workmen, and speak for management when union workmen first present grievances in the collective bargaining process.

Union spokesmen, denying management's contention that "a man cannot serve two masters," insist that foremen could be loyal both to the union and to their employers.

The Smith bill provides that "executive, administrative, professional or supervisory employees" shall not be eligible for membership in any labor organization engaging in collective bargaining with war contractors. It further stipulates that war contractors shall not be required to engage in collective bargaining with any labor organization which includes any such employees in its membership. Further, it specifically forbids such collective bargaining with these employees, and sets up penalties for violation of this prohibition.

The Smith bill is designed as an emergency measure, effective for the duration only. The issue is one of the most explosive in the whole field of personnel relations. The competition among rival unions to organize management's own "men on the firing line" gets hotter every day.

And the next move is up to Congress.

★ ★ ★

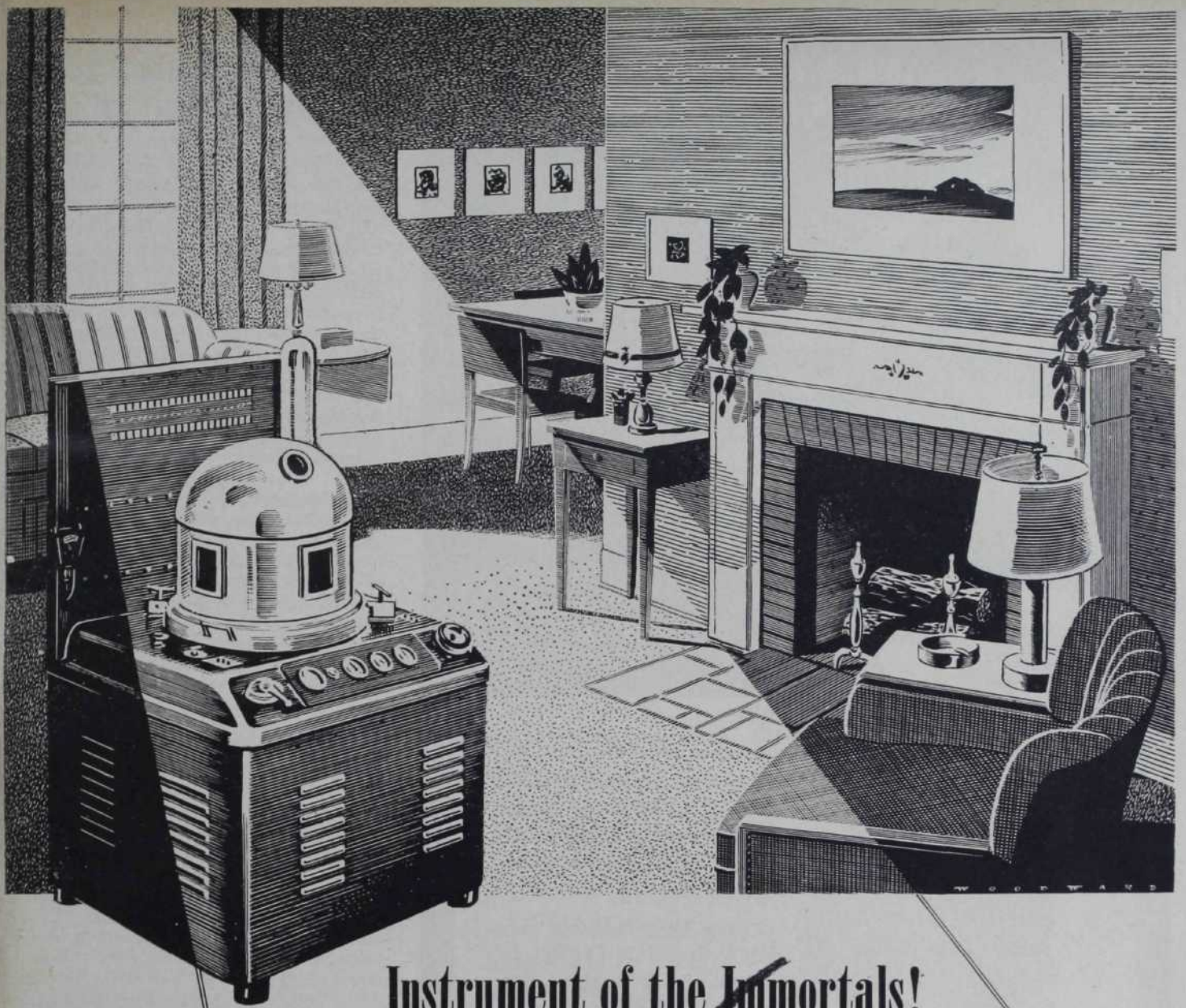
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Instrument of the ~~Immortals~~!

Hurtling through blackness somewhere on the other side of the world, a bomber streaks home from its battered, burning target . . .

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(Less than 30 seconds)
This is how a Morton Salt Tablet looks when magnified. See how soft and porous it is inside. When swallowed with a drink of water, it dissolves in less than 30 seconds

Case of 9000, 10-grain Salt Tablets, $2.60
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They deliver salt tablets, one at a time, quickly, cleanly — no waste. Sanitary, easily filled, durable.
500 Tablet size - $3.25
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Order from your distributor or directly from this advertisement . . . Write for free folder.

MORTON SALT COMPANY • CHICAGO, ILLINOIS

"Lend-Lease" for War Only?

(Continued from page 36)

Such a trend, both in the European and in the South American theaters, has raised the question whether Lend-Lease is not the opening hand-out of what will finally become a world-wide W.P.A. The door is open to just that, because the Lend-Lease Act provides that "the terms and conditions under which any foreign Government receives aid shall be those which the President deems satisfactory, and the benefits to the United States may be repayment or repayment in kind or property, or any other *direct* or *indirect* benefit which the President deems satisfactory."

In this connection, it will be remembered that Harry Hopkins, now in a position to influence and control Lend-Lease to a greater extent than any one except the President, was formerly Administrator for W.P.A.

Although, when the House Foreign Affairs Committee requested him to appear and testify on Lend-Lease, Mr. Hopkins replied that he had nothing to do with that agency's administration, he is chairman of the Munitions Assignment Board which must authorize all Lend-Lease requests for transfer of materials. Furthermore, final determination of Lend-Lease benefits rests with the President and Mr. Hopkins is special advisor to the President.

In reviewing the broad philosophy underlying Lend-Lease, one continually bears in mind the fact that Lend-Lease was sold to the American public on the basis which the name implies: *Lend or Lease*. Secretary of War Stimson, testifying before the House Foreign Affairs Committee, emphasized that Lend-Lease was set up as a government instrument to overcome the difficulties of the dollar-exchange problem between ourselves and other nations which needed American equipment and food. Mr. Stettinius, Lend-Lease Administrator, in his report on the Lend-Lease operations up to Dec. 31, 1942, said: "It was in our interest that the flow of weapons and other supplies furnished to promote the defense of the United States should not be interrupted by a lack of dollar exchange."

Why not lend money?

ON THIS basis, the American public has subscribed to War Bond Drives. They believe they have lent this money, leased this material—not given it. They believe this because they have not concerned themselves sufficiently with the intricacies of the problem to ask, "Why did we not lend the money in the form of dollar exchange if that is necessary?"

The only logical answer to this question is that the original intent of Lend-Lease was not to lend but to give.

The President himself indicated that position when he told a press conference on Dec. 17, 1940: "What I am trying to

do is to eliminate the dollar sign . . . get rid of the silly, foolish old dollar sign."

There is a tremendous conflict between the sound policy of helping foreign nations and receiving materials from foreign nations on a commercial trade, export-import paid-for purchase basis, and the Lend-Lease Administration policy of giving away aid. If continued indiscriminately that policy would ruin private trade, an effect already foreshadowed by the squeezing out of business of numerous exporting and importing firms all over the world.

No reason to buy

IT MAY be contended that an amendment is entirely feasible to prohibit the Lend-Lease Administration from giving away materials in all cases where the Government has information that a foreign nation can buy.

Of course, a more nearly ideal situation would be for federal agencies to work primarily through private concerns of this country and foreign nations. Since the Lend-Lease Administration works primarily through government, it frequently authorizes exportation of material on what is tantamount to a gift basis when the transaction might well have been carried out through commercial trade. Obviously if foreign nations can get something for nothing, they see no reason to buy it.

In doing these things Lend-Lease has obviously taken long steps away from its original purpose as an emergency system for supplying war materials to those countries in a common war effort.

It has moved swiftly toward becoming an extensive, socialistic system of mutual aid, relying in the main on a principle of irrevocable subsidy from the United States Treasury. This is an absurd, costly, dangerous trend embracing the concept that the United States will subsidize foreign nations indefinitely and finance their socialization forever at W.P.A., poor relief, state socialism levels. Mathematically, the American purse is not big enough for this task.

In summary it should be said that close watch should be kept on the effect of an overgrowth of Lend-Lease activities in transferring supplies.

The General Accounting Office should be encouraged to exercise the same—or more strict—control over the expenditures of the Lend-Lease Administration that it exercises over the finances of other government agencies, particularly in regard to reciprocal Lend-Lease accounts. With this in mind, the latter agency should be restricted to use only such funds as will aid primarily in the war effort. Similarly any unwise hegemonic use of vast stores of supplies should be meticulously avoided.

By no means should it be allowed to implement state socialistic economic theories of a vast international scope.

At all events a full accounting of Lend-Lease activities in all their ramifications should be made. Without it, a just final determination of its benefits may be impossible. That final determination should rest with Congress.



Alaskan "sourdoughs" said it couldn't be done when they heard that a modern, two-lane highway was proposed that would connect their ice-bound frontier with the industrial cities of the United States.

But the great Alcan Highway is finished! . . . A 2,000 mile engineering "miracle" that dropped weeks from an "impossible" schedule. Today, trucks and trailers are rolling on this great highway, "highballing" supplies and munitions to air bases within bomber range of Japanese territory.

And in 194–? the Alcan Highway will be ready for a peacetime job. And so will Trailmobiles — the new, post-war Trailmobiles—carrying supplies and materials that this fast-developing frontier of America will demand.



In solving the problems of how to keep supply channels open to modern, fast-moving armies, facts are being uncovered . . . facts that will doubtless have important commercial applications. Much of this information is now set forth in a booklet entitled "Logistics—the Science of Moving Armies and Supplies." A copy is available, free of charge, to persons now engaged in the transportation of freight and merchandise.



TRAILMOBILE

Tomorrow's Trailmobiles are being built on the battle-fronts of today

THE TRAILER COMPANY OF AMERICA
Cincinnati, Ohio Branches in All Principal Cities

Send for this free booklet!

Pin this to your company letterhead and mail today for your *free* copy of "Logistics—the Science of Moving Armies and Supplies."

*Name*_____ *Position*_____

NOTICE: Distribution of this book is restricted to persons now actively engaged in the transportation of freight and merchandise.

Oil That Comes from a Nut

TUNG oil is a farm product that many Americans didn't know was a product and others didn't know came from the farm.

Surprisingly, even many of those who know of tung oil's strategic importance usually still associate it with China and do not realize that it's fast becoming one of the most lucrative farm products in certain sections of our nation. Few indeed are those who recognise that domestically-produced tung oil is likely to become even more profitable in post-war years.

The nation has not had an extra teaspoonful of tung oil for civilian uses since Pearl Harbor. All of it goes into waterproofing insulation on electrical wiring for airplanes, tanks, ships and other military articles, for closing pores in magnesium, or for other highly-strategic—sometimes secret—war uses. Peace-time industries that used to buy tung oil now get along with substitutes, but everyone familiar with the tung industry predicts that industrial demand at home, once the war is won, will go higher than the 175,000,000 pounds used in 1937, the highest tung oil consumption year in American history.

Incidentally, 98 per cent of it was imported that year.

Never an object of Government control in peace-time, tung oil today is under the strict surveillance of several government agencies. Producers cannot consume one pint of the precious tung oil they grow. The minute a tung nut is crushed and becomes oil, it is bought (at from 35 to 39 cents a pound) by Defense Supplies Corporation, which directs (with W. P. B. advice) exactly where the precious fluid will go.

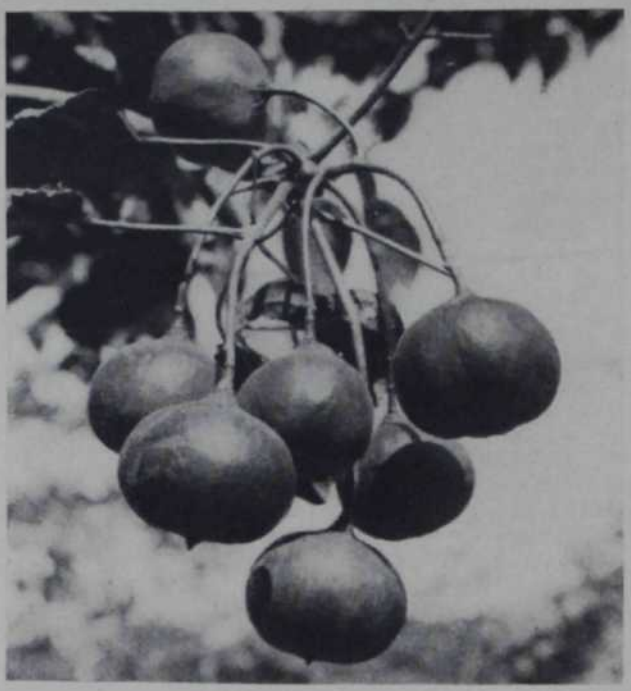
When a manufacturer tried to get a little tung oil to use in making paint after Pearl Harbor, he pointed out that his paint would go on naval vessels and that substitute oils would not make paint as lasting as would tung oil.

"To hell with the paint on the ships," exclaimed a Naval official. "We can paint ships every year, but we can't get extra tung oil any more for more vital uses."

The optimistic statements concerning domestic tung oil's future are based on well-grounded facts, according to America's tung oil pioneers, who have had the rare privilege of hearing themselves called "dreamers" in one decade and "critical and strategic producers" in the next.

Three facts stand out in today's tung oil picture:

First, the Gulf South this year will produce from 10,000,000 to 15,000,000 pounds of tung oil, depending upon the weather.



VALUABLE tung trees are available to help in our war effort simply because the growers did not accept their critics' view that the job could not be done

Second, every ounce of this will go to war production. Tung oil was one of the first products designated as "critical and strategic" after Pearl Harbor.

Third, peace-time needs will bring increased demands for American-produced tung oil, which always has obtained a premium from American users, who have bought 75 per cent of the world's production for years.

The refugee tree

THE fact that we had any domestically-produced tung oil *at all*—that 8,000,000 pounds of tung oil were produced in America in 1942—is no happenstance. The tung tree, a 6,000-year-old native in China, but now a refugee in the new world, was encouraged here by men who fought all the traditional enemies of other new developments—fear, skepticism, inability to interest adequate capital, etc.—plus unfavorable climate.

The first acreage in this nation planted in tung trees belonged to a Scotchman, Dr. Tenant Ronalds, who cultivated a four-acre grove in 1908 in Tallahassee, Fla. William H. Rayner, also of Tallahassee, had planted specimens of the tung tree near his home in 1906, but only one of them lived. It still stands inside an iron fence in Tallahassee, near which the thriving little town of Tungston has come into being.

Today, farmers throughout the Gulf South know the value of the golden tung nut crop. The oil produced from their trees last year brought an estimated $3,500,000 into their pockets. There are ten tung oil mills in the states of Florida, Georgia, Alabama, Mississippi, Louisiana and Texas, all of which border the Gulf of Mexico and have climate and soil needed for growing tung nuts.

Behind the golden profits of the golden nuts, however, lie no subsidies, no huge outlays of federal funds, no beds of roses without thorns. True, the U. S. Department of Agriculture has experimented with tung trees and has made available promptly the results of its findings, but it has left to private investors the job of developing tung trees that pay off.

About six months after W. P. B. "froze" all tung oil for peace-time uses, Secretary of Agriculture Claude R. Wickard included in general A. A. A. orders a $5-an-acre subsidy for everyone caring for tung trees, productive or not. This belated subsidy did not hasten tung tree development, which has been climbing fast for years. Men who know say that it's just a matter of time—five or ten years—until enough tung oil is produced in America to supply every domestic need.

The new prosperity in the Gulf South has not hit the tung orchards hard enough to erase from producers' memories the ridicule they drew because they staked money, land and effort on their belief that tung trees could produce as well in America as anywhere.

All the profits are hard-won. More than 30 years of uphill fighting passed before the money invested in tung trees started to come back. The year 1939 was the first in which any large number of persons realized profits from a development that began in 1908.

Tung trees grew wild and profusely

8 miles straight through a mountain



To an embattled America, the Cascade Tunnel on Great Northern's main line in Washington has attained new and tremendous importance.

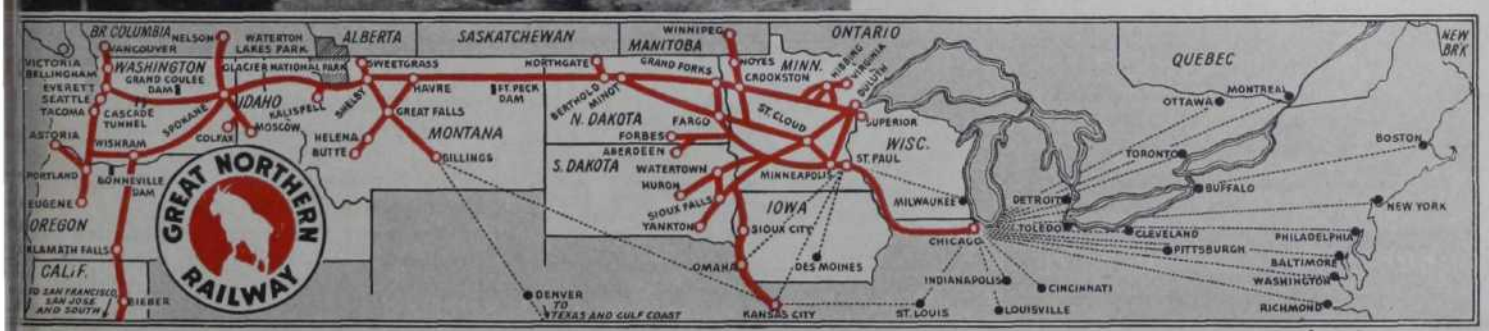
Piercing the Cascade mountain range for 8 miles, this longest railway tunnel in the Western Hemisphere permits swift, safe movement of men and materiel of war through rough country when speed and dependability of transportation count heavily for Uncle Sam.

Men fought stubborn, solid rock for three years in constructing the Cascade Tunnel. When the bore, straight as a rifle barrel, was completed in 1929, many time-eating, over-the-mountain miles of line were eliminated, further reducing what already was the shortest rail route between the Great Lakes and Puget Sound. A complementary improvement was electrification of 75 miles of railway through the Cascades, including the tunnel.

Symbol of never-ending improvement in Great Northern's service to the nation, this peacetime engineering achievement saves precious hours and miles in America's surge to victory.

GREAT NORTHERN RAILWAY

ROUTE OF THE EMPIRE BUILDER—BETWEEN THE GREAT LAKES AND THE PACIFIC



BACK UP THE SECOND FRONT—TAKE A SECOND LOOK FOR SCRAP



WHEREVER THERE ARE PESTS... THE EAGLE NESTS

Our warplanes cannot bring to bear their unmatched force and fury on the pests that infest the globe—until steel runways are laid, until there are steel hangars, barracks and shops to house them and their crews, until there are truck tanks to refuel them.

So it is that Butler metal crafters with their huge machines are shaping steel ingots into these fighting forms which are proving to be some of the most vital equipment of modern warfare. Thus has Butler matched the production stride of the aircraft industry.

Awarded to Our Kansas City Plant

PRODUCING FOR WAR — PLANNING FOR PEACE

BUTLER MANUFACTURING COMPANY
KANSAS CITY, MO.
GALESBURG, ILL. MINNEAPOLIS, MINN.
Sales Offices—Washington, New York, Chicago, Atlanta and Shreveport. Export Office—8 So. Michigan, Chicago

BUTLER BUILT
STEEL PRODUCTS

STEEL BUILDINGS...TANKS (Storage, Processing and Transport)...FILTERS
STILLS...DRY CLEANING EQUIPMENT...RURAL GAS SYSTEMS...SEPTIC TANKS
GRAIN BINS...FARM EQUIPMENT and PRODUCTS OF OTHER METALS

...QUARTER-CENTURY Prefabricating experience

Working NOW FOR U.S. BUT LATER FOR You!

WE'VE BUILT 10,000 homes in 25 years; now we are serving industry in its war needs; after VICTORY we'll be on the alert to serve again civilian needs.

BUY A HOME IN THE PEACE TO FOLLOW —WITH THE BONDS YOU BUY TODAY

HOUSTON Ready-Cut HOUSE CO.
25 Years Prefabricating Houses
POLK AVENUE HOUSTON, TEXAS

WARDMAN
PARK HOTEL
1800 ROOMS FROM $4



CONNECTICUT AVE. & WOODLEY RD., WASHINGTON

for thousands of years in central and southern China, where soil and weather conditions were suitable. But farmers of the Gulf South are producing the best tung oil in the world by constant care and improved methods, *without* the best climate and soil. The land that supports lucrative tung orchards once was eroded, stump-ridden, cutover forest.

Northwestern Florida showed the first great development in tung tree culture. By 1923, more than 1,600 acres were planted there in tung trees. As the new crop spread into south Georgia, Alabama, Mississippi, Louisiana and Texas, however, Mississippi took the lead.

Actually, the acreage in south Mississippi planted in tung trees today represents half of all such acreage in the nation. Pearl River County alone has more than 100,000 acres in tung trees, including the Lamont Roland Plantation, the world's largest individually-owned tung orchard, with 10,000 acres; and the world's largest tung tree plantation, the 40,000-acre plantation of L. O. Crosby & Sons, a stock company.

But, after the war?

LOUISIANA has been developing its tung trees fast in recent years. Samuel Zemurray, Jr., son of the president of the United Fruit Company, has built tung mills there and he owns large plantations in both Louisiana and Mississippi.

Many government agencies today have a hand in our budding tung oil industry besides the W. P. B., the Defense Supplies Corporation and the Department of Agriculture. The Board of Economic Warfare and the Department of State, among others, are interested in the fast-growing industry for the same reason they are interested in the synthetic rubber program: Whether or not this war-created industry should be encouraged or discouraged because of the future economic ramifications in our trade with the Far East.

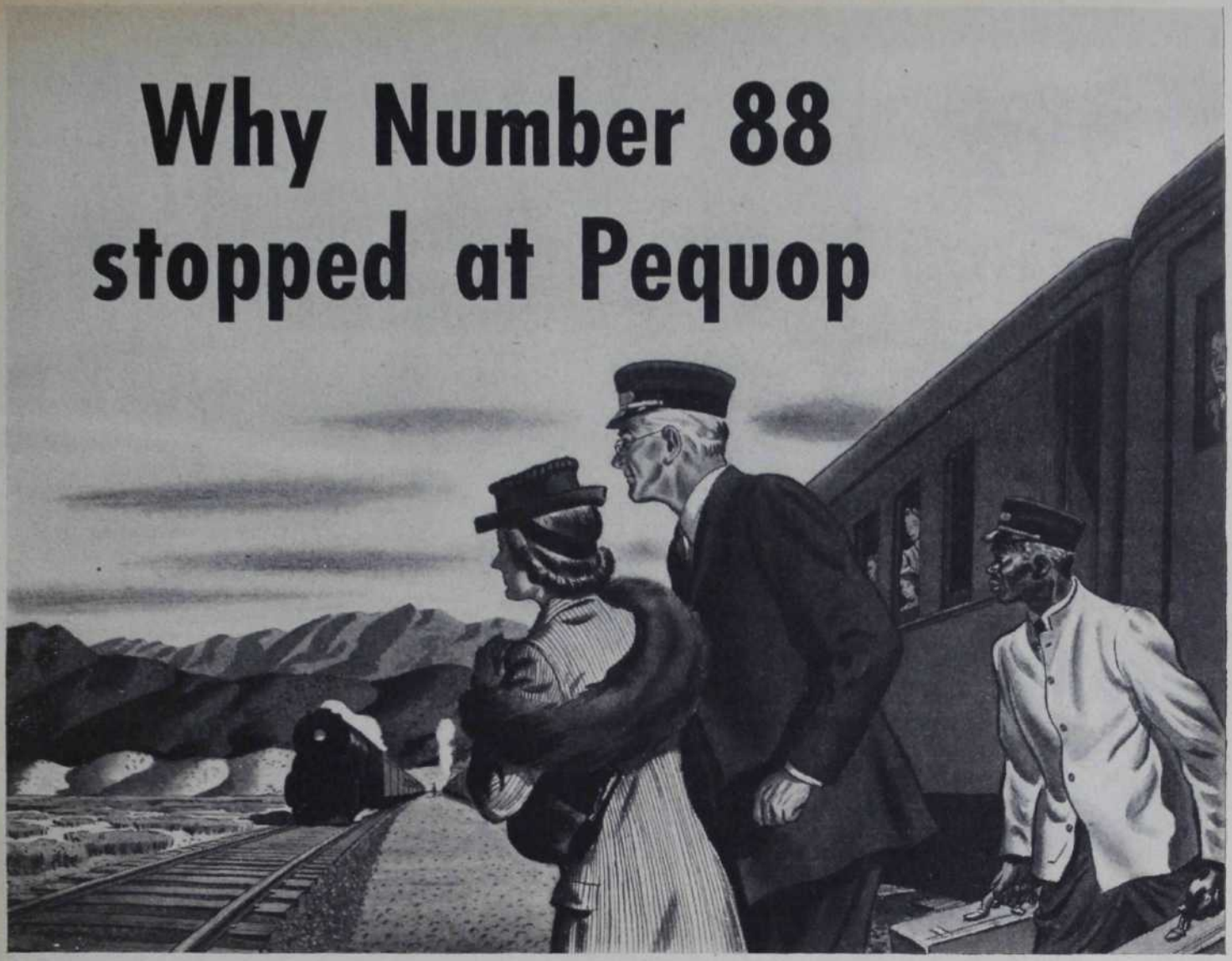
In the post-war days ahead, China might want to use her huge tung oil production to pay off the millions of dollars we have made in loans. Will the fast-growing tung industry down South then be sacrificed for international considerations?

Experts say that domestically-produced tung oil was destined to capture the American market, whether war came or not, because it is superior in many ways to imported oils:

It is lighter in color and clearer in tone, permitting paint manufacturers to produce a higher grade of white paints and enamels and lighter and clearer shades in colors. It has an acid number of one or less, and is therefore practically neutral in character. It requires much less cooking and kettling than imported oils, which makes it economical and satisfactory for use as a raw material in manufacturing operations. It is free from contaminations or adulterations common in imported oils.

Whatever the future brings to tung producers, the nation can look to them today and call their accomplishments a "tung triumph" of the first magnitude.

Why Number 88 stopped at Pequop



We'll bet you never heard of Pequop, Nevada. But we know Mrs. Charles Moore of San Francisco has.

Mrs. Moore is the mother of Private Eugene Moore of the U S. Marines—the man who was beaten, stabbed and mauled by a small army of Japs in the Solomons—and lived.

Eastbound on Southern Pacific's Train No. 88 from San Francisco to Chicago, Mrs. Moore had given up hope of seeing her son again, when a telegram from her husband was delivered to her on the train at Wells, Nevada. It said:

"GENE IS HOME. COME BACK."

Mrs. Moore ran frantically through the train, found the conductor and cried, "I've got to get back—my son is home safe!"

Now conductors are used to emergencies, and they try to be as helpful as they can. But when Conductor Fred C. Snooks found out that the son was indestructible Moore of the U. S. Marines, he really went into action.

Quickly comparing his train orders, Snooks saw he would meet the first westbound train at Icarus, Nevada, but he knew he wouldn't be able to get his flagman far enough ahead to stop the other train in time. So he decided to take the siding at Pequop, a small station west of Icarus, and make the transfer there. It would delay two trains, but what of it? The important thing was to get Mrs. Moore back to her son.

Approaching Pequop, Snooks signalled his engineer to stop and take the siding. His head brakeman ran forward a quarter of a mile and flagged down the westbound train. Conductor Snooks transferred Mrs. Moore to the care of Conductor Linton and sent her speeding westward, back to her son.

This incident has nothing to do with our part in the war effort. It simply shows that a railroad is more than trains and tracks—it is *people*. And no matter how busy or hard-pressed railroad people are, they are still human beings, and their hearts are in the right place.



S·P

The Friendly Southern Pacific

Headquarters: 65 Market St., San Francisco, California

ONE OF AMERICA'S RAILROADS—ALL TOTALLY MOBILIZED FOR WAR



ON TIME!

We are fully aware of the importance of "time table deliveries" in war production. Many of America's leading manufacturers entrust their precision tool problems to us because they have confidence in the accuracy of our work as well as the promptness of our service.

PRECISION TOOL MAKERS

THE ELIOTT Manufacturing Co.
MILFORD, CONNECTICUT

★ If You're Short-Handed, and Your Work's Marked RUSH!

SAVE Manpower!

Speed Reproduction with



HUNTER Electro-COPYIST...

FAST, ERROR-PROOF, PHOTO-EXACT!

Work-jammed offices, legal and engineering departments all over the country are learning to let Electro-Copist handle the paper-work in half the time—learning that there's no simpler, better, more reliable way of reproduction than with Electro-Copyist's photocopying method. It can't make a mistake! Copies instantly anything typed, printed, drawn or photographed—picture-perfect! Blueprints, tracings, data sheets, briefs, that ordinarily waste so much vital time can now be copied in a matter of seconds with efficient, economical Electro-Copyist. It has no lens—needs no darkroom—anyone can work it! Write today for free literature showing models to fit your purpose!

HUNTER ELECTRO-COPYIST, Inc.
493 S. Warren St., Syracuse, N. Y.



The design engineers work day and night to get plans ready—1,500 drawings may go into building one plane

Pencil Pushers' War

By LAWRENCE N. GALTON

IF THERE'S one under-rated group of people in this war, it's the men and women who are working in the war plants, not with their hands but with their heads. Everyone knows about the welders, riveters, machinists and the other "soldiers in overalls." But few realize the vital jobs the white collar workers are doing, and how many of them are needed to make the wheels go 'round. In Douglas Aircraft, for example, for every worker on the production line, there's another at a desk.

The pencil pushers start right at the beginning when the Army, let's say, decides it wants a new plane—one that will do this, that and so and so. What kind will meet the requirements? The design engineers get that problem.

As part of the job, 300 draftsmen hunch over boards making as many as 1,500 drawings; and, even while the drawings are taking shape, experts in the plane's various elements—electrical, mechanical, power, controls, heat and vent, hydraulics, etc.—ponder over them, checking every detail.

That's the beginning! Soon an army of clerks begins the job of gathering in from all over the country the 18,000 parts needed for the plane. Then another white collar brigade sits down to make the 6,000 working drawings for clips, valves, fittings and the host of other devices required. Next Tooling puts its 1,000 white collar people on the job of designing and ordering the 20,000 tools needed.

At this point, Production Planning, with its hundreds of clerks, issues work orders—some for blueprints, others telling each department what stock to provide, where, how. Scheduling then begins its job of seeing that all parts flow to the right spots on the assembly lines at the right moment.

Meanwhile, Personnel's white collar men have been hiring thousands of workers. And now scores of inspectors move into the plant, scores more go out to check up on sub-contractors. Off in the background, too, the Comptroller's department quietly looks after the money, Maintenance watches over plant and equipment, and Telephone, Plant Protection and Medical Departments are on the alert.

Paper work! There's the giant four-motored result coming off the assembly line. Capacity—equal to a railroad box-car. But pile into it the tons of paper used in its design and construction and the plane would never get off the ground.



What we are making today is Uncle Sam's business . . . what we make tomorrow will be *your* business!

Today we *fight!* Our strategically located modern factories are driving night and day to hasten victory.

But, even as we fight, we are gaining experience and knowledge which will make for a better America, after this war is over.

Here is a vast reservoir of engineering, metallurgical and mass precision manufacturing skills which all industry has long recognized.

Where infallible precision is an engineering "must" and vital parts must be produced on a quantity *mass-production* basis—as is so notably the case in the aviation industry just now—Houdaille is a trusted source of supply.

Anticipating the requirements of industry, in war as well as in peace, Houdaille has been one of the pacemakers in this country's engineering and manufacturing progress.

In the post-war world, on land, on sea, in the air, and in your own home—you will benefit increasingly from Houdaille's creative and manufacturing skills.

BUY U. S. WAR BONDS

HOUDAILLE-HERSHEY CORPORATION

General Executive Offices, Detroit, Michigan

PLANTS AT: Buffalo, N. Y. ★ Cheektowaga, N. Y. ★ Jackson, Mich. ★ Detroit, Mich. ★ Chicago, Ill. ★ Decatur, Ill. North Chicago, Ill. ★ Muskegon, Mich. ★ Oshawa, Ont., Canada

HOUDAILLE'S PEACETIME PRODUCTS: Houdaille Hydraulic Shock Absorbers for Automotive, Railway and Industrial Equipment ★ Bumpers and Grille Guards ★ Ignition Locks ★ Brake Levers ★ Air Cleaners ★ Crankshafts and Camshafts for Aircraft, Automotive and Marine Engines ★ Aircraft Landing Struts and Shimmy Dampers ★ and many other precision-made parts for the Automotive, Aircraft, Electrical Refrigeration, Radio and other industries.

Molly leads a double life...



Eight hours every day, week after week, Molly pulls the trigger on a gun that's aimed at Shickelgruber's head. That's Molly's job and she does it like a veteran. But when the whistle blows . . .



Molly slips into another life and becomes a part of the home-front that we're preserving even in the darkest days of war. Also serving on that home-front are thousands of Ohmer Cash Registers, delivering the reliable, efficient service for which they are so famous.

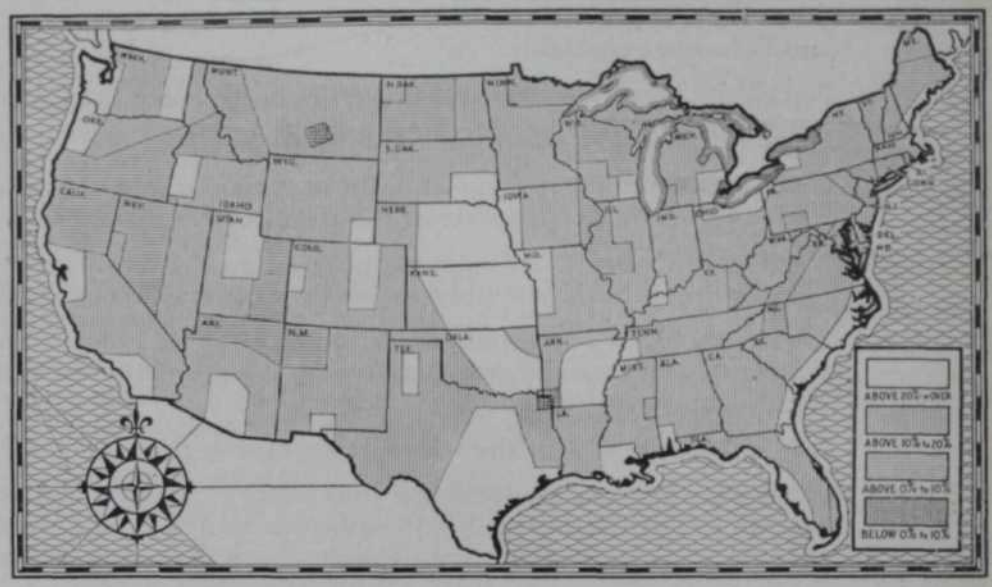
AS YOU WOULD EXPECT, Ohmer's technical and production facilities are now concentrated on war work. Meanwhile, Ohmer products—many of them purchased years ago—continue to serve business and industry, rendering dependable service under the greatly increased demands of a nation at war. The service Ohmer products are rendering *now* is the strongest proof of their efficiency, performance and value. Ohmer Register Company, Dayton, Ohio.

OHMER

CASH REGISTERS for every type of retail store
FARE REGISTERS & TAXIMETERS for transportation
TOOL CONTROL REGISTER SYSTEMS for industry.

The *Map* of the Nation's Business

By FRANK GREENE

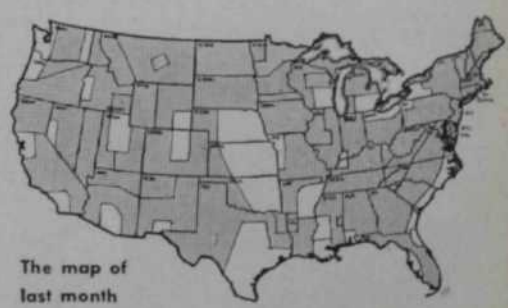


The Map shows continued improvement over a year ago, owing to advances in farm prices and industrial pay rolls

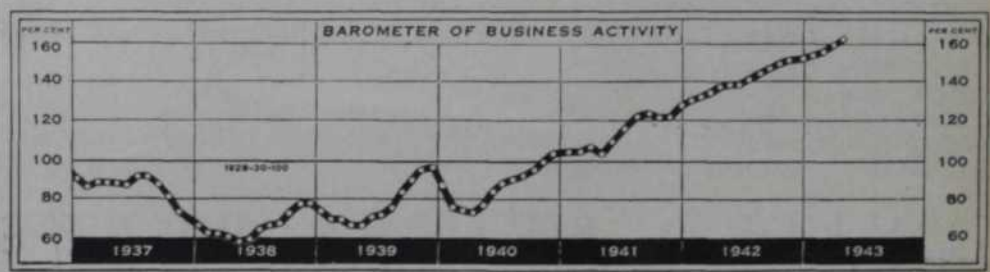
MARCH industrial production for war needs made many new records. The steel industry, operating at 100 per cent of capacity, produced the greatest tonnage in history, while shipbuilding reached a new high with the completion of 146 merchant vessels. Though the number of freight carloadings was slightly below last year, longer hauls and heavier loading produced earnings more than double those of a year ago.

Production of electricity passed all previous peaks and was 17 per cent above last March. Engineering awards, reflecting curtailment of both government and civilian construction, dropped to less than half the 1942 total. Coal production expanded sharply under strong demand.

Stock market prices rose, volume increased and bond trading was the largest for any March on record. Commodities advanced to highest levels in 18 years, led by foods and other farm products. Retail sales were lower than February but above last year, although compared with heavy Easter sales a year ago. Rationing and shortages seriously curtailed food sales.



The map of last month



Output of war materials and supplies held at a record breaking pace in March and the Barometer continued its advance to a new war peak.

"IN THE ROAR OF AN ENGINE... I HEAR THE BEATING OF YOUR HEART"

"Up here, the light still lingers.

"Below, the sea is swept with shadows that swallow up a carrier ship—herself a shadow on the sea—as though she had never been.

"If I should fall from here, my long, steep plunge into the night would go unwitnessed by friend and foe alike.

"And even then, I could not cry for help. For if I break radio silence to call 'Where are you?'—and my ship whispers to *every* listening ear, 'Here I am'—I break faith with a thousand men. And so . . .

"Up here, I put my trust in my engine!

"It will not fail me now. For in its steady roar, I hear the faithful beating of the hearts of men and women who put into its making their own heart's blood and the power of their hands. On this guide, this friend, this almost human thing, *this engine* . . . depend my hopes of seeing home again.

"Home . . . where I can work again in the noise and the heat, the beat and the pace of the factory where men and women build engines like these! And where I can create in metal the line, the pattern and design of the even greater engine I've been shaping in my mind!

"That's the America I left. And that's the America I want to find when I come back . . . the one land where a man can live and work and build the future he dreams of . . . where *every* man has the opportunity to go as far and climb as high as he wants! Don't change that, ever! That's the *only* America worth fighting for."

• • •

Here at Nash-Kelvinator, we're building 2,000 horsepower super-charged engines for U. S. Navy Corsair fighters . . . propellers for United Nations bombers . . . working to hurry the day when our boys will come home, the day when we'll turn again to peaceful things, to the building of an even finer Kelvinator, an even greater Nash!

To them we pledge to do our part to keep America just as it is, just as it must always be—a land of progress, free enterprise and limitless opportunity!

• • •

NASH-KELVINATOR CORPORATION, DETROIT

Speed the Day of Victory!
Let's Get in the Scrap—
BUY MORE WAR BONDS



NASH KELVINATOR

In War, Builders of Pratt & Whitney Engines and Hamilton Standard Propellers.
In Peace, Nash Automobiles, Kelvinator Refrigerators and Appliances.



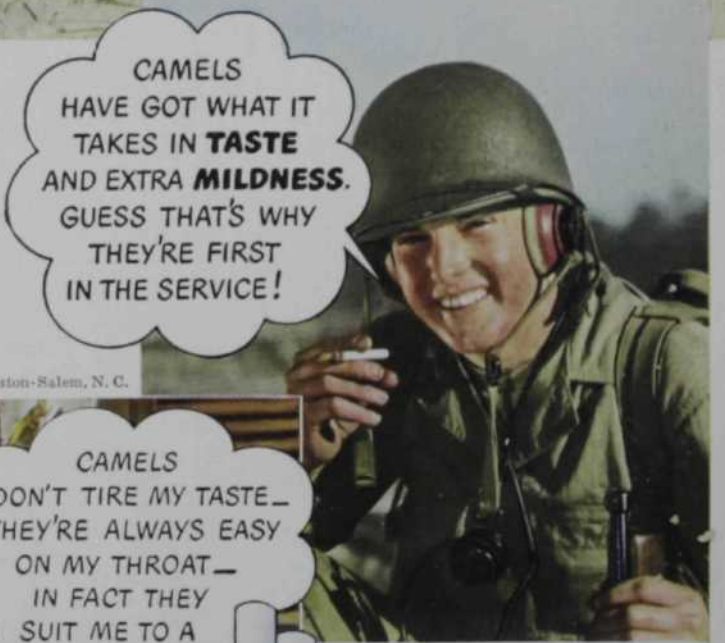
It's all fighting talk with the "Walkie-Talkie"!

● "Company D to Battalion HQ – tanks maneuvering half a mile ahead!" That's a sample of what you'd hear if you listened in on this "Walkie-Talkie" signalman in action at his portable 2-way radio at the left. Listen in on him in one of his off-duty moments *(below)* and you'll get a pretty good idea why Camels are the favorite cigarette with men in the Marines...and in the Army, the Navy, and the Coast Guard, too.

First in the Service

The favorite cigarette with men in the Army, Navy, Marines, and the Coast Guard is Camel.

(Based on actual sales records in Post Exchanges and Canteens.)



R. J. Reynolds Tobacco Co., Winston-Salem, N. C.

WHY do Camels win with men in the services? Every smoker has his own reasons—but this, perhaps, is most important:

Camels are expertly blended from costlier tobaccos—tobaccos rich in flavor, for *lasting enjoyment*... extra mild, yet never flat or thin-tasting. That full Camel flavor *holds up*—pack after pack.

Try Camels yourself. Put them to the "T-Zone" test *(see far right)*.

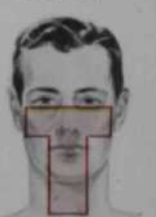


WAR WORKER VIRGINIA DONNELLY, Westinghouse Electric and Mfg. Co., makes special radio tubes for communication sets. And, like the men in the service, *her* favorite cigarette is Camel.



The "T-Zone"

...where cigarettes are judged



The **"T-ZONE"**—Taste and Throat—is the proving ground for cigarettes. Only *your* taste and throat can decide which cigarette tastes best to you . . . and how it affects your throat. Based on the experience of millions of smokers, we believe Camels will suit your **"T-ZONE"** to a **"T."**

BUY WAR BONDS & STAMPS

CAMEL

COSTLIER TOBACCOS